

The Relationship between Motivational Factors and Royal Malaysia Police Personnel
Performance: A Case Study of Johor Bahru South Police District, Johor Police Contingent

By

Kelvin Engkamat Anak Masthy



Research Project Submitted in Partial Fulfillment of the Requirements
for the Degree of Master in Management
Universiti Tun Abdul Razak

June 2023

DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.



A handwritten signature in black ink, appearing to read 'Kelvin Engkamat Anak Masthy', is written over the bottom part of the watermark.

Signature : 

Name : Kelvin Engkamat Anak Masthy

Matric No. : M21311083

Date : 29 May 2023

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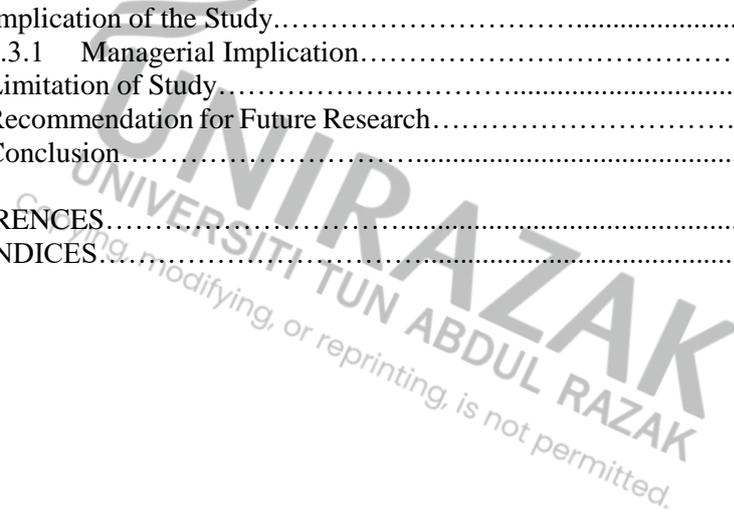
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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master in Management.

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Contingent**

By

Kelvin Engkamat Anak Masthy

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In organizations, motivation is crucial and necessary for enhancing employees' performance in a positive way. The current study aims to determine the link between motivation and job performance as well as to discover the primary motivator that influences employees' job performance. The primary goal of this study is to investigate the effects of compensation and benefits, employee engagement, work environment, and supervision on job performance in a police district of the Johor Police Contingent. Through conducting the study in the Johor Police Contingent, the researcher has attempted to explain the effect of motivation on job performance in the current study. Personnel from the Johor Bahru South Police District of the Royal Malaysia Police comprised the study's sample. The research instrument was a questionnaire that was well-constructed. Through a multi-stage selection process, 330 police personnel in total were selected as samples. In order to examine the statistical relationship between the stated variables, the current study used a descriptive and co-relational research methodology. Application of SPSS 28.0 was used to conduct multiple regression, correlation, and mean score analyses. The end result indicates that there is a strong correlation between job performance and compensation and benefits, employee engagement, work environment, and supervision.

Keywords: Motivation, Compensation and Benefits, Employee Engagement, Supervision, Work Environment, Job Performance

CHAPTER 1

INTRODUCTION

1.0 Introduction

Employee motivation refers to the passion, dedication, and excitement that workers bring to their work each day. Gribanova (2020) defines motivation as the process of motivating a person to finish a task as well as the act of providing an incentive to encourage an action. Meanwhile, according to Schunk and DiBenedetto (2020), motivation is a result of an agency, tracking one's progress towards a goal, and one's perception of their own capacity to learn and carry out tasks.

Motivated employees usually take pleasure in their work. In addition, they are eager to advance in their position and perform their duties to the best of their ability. They don't just work for a paycheck. Management scholars have focused more on motivation because it is a significant independent variable that has a positive effect on employee productivity efficiency. It is impossible for employees to be fully motivated every day or for every task they must do. Even the most motivated employees will have days off, and despite the fact that it is a necessary task, completing cost reports or budgets often does not give them excitement.

However, motivated employees usually add energy and enthusiasm to the workplace. Organizations must strive to motivate employees and keep them motivated throughout their careers. For any business, employee motivation is a tremendous asset. No matter how big or small the task, they approach it with the intention of doing a great job. They may encourage their teammates to follow their lead. If they are managers and leaders, they can help the entire team succeed by keeping them motivated and focused. But many workers lack motivation. They are either bored with their job, overworked, or unhappy with their boss or supervisor or workplace.

In contrast to any equipment or gadget in the organization, employees act as the center of productive behaviors both within and outside of organizations and particularly within organizations. This makes employees a resource that is very important for the operation of organizations. A company's ability to succeed rests on its ability to attract and retain talented workers who are highly motivated to do their duties. A demotivated worker might affect not only their own productivity but also the teams as a whole. One important element in enhancing performance and achieving organisational goals is through motivation. Good managers and supervisors keep a good attitude by treating their employees fairly and recognising their

contributions, which inspires them to work harder. Answering the question of what truly motivates employees is essential to developing an effective incentive system.

An organisation needs to motivate their employees if wants to improve morale and assist employees in reaching their objectives. Motivated individuals help the organisation succeed by always aiming to enhance their job performance. A motivated worker will produce good productivity results because they like what they do. As a result of their excitement with their work, there is decreased absenteeism and turnover. It might be difficult to retain highly motivated employees, who are the most crucial resource for future success.

It is the managements responsibility to initiate the motivating process and evaluate the team's level of motivation. This should be done as part of a strategy to accomplish organisational objectives using the most priceless resource of the business which is its employees. Excellent management always ensures employee-management communication, which is typically about the duties and progress of the employees, leaving them with a sense of engagement and motivation as it aids in setting their priorities and performance goals (Edmonds, 2018).

Although studies have shown that most organizations use techniques centered on advancement, job security, property, organizational culture, fun, power, and a positive work environment to inspire people, promotion is still considered the most difficult component of career growth (Edmonds, 2018). This means that, motivation is the process of rewarding employees for completing tasks and achieving goals. Each employee's performance in carrying out their duties determines how well the organisation performs.

The police organization for example, is a crucial institution for upholding prosperity and safeguarding safety, specialised, risky, and complex political commitments. Police officers work and put their lives in danger in a high-stress setting. Organization success is a result of the contribution of its employees towards the efficient administration. Regardless of whether they are government employees or not, this also applies to them. In Malaysia, the Royal Malaysia Police (RMP) is a thorough law enforcement organisation.

It is common knowledge that when performing their responsibilities, police officers are subject to a variety of charges and risks. While performing their duties to uphold national security, police personnel respond to numerous illegal actions. The organization heavily relies on the their skills, dedication, efficiency, and devotion to ensure the security of the nation that has been placed in their care. However, in order to show their dedication to the organization,

police personnel require a strong job drive. Organizations must therefore consider a variety of factors to further boost Royal Malaysia Police personnel motivation.

1.1 Background of the Study

Motivation is a critical issue to any organisation, be it public or private organization. Motivation to achieve self-actualization, physical safety, social safety, psychological health, and self-esteem levels have a direct impact on employees. The company has objectives that can only be accomplished with the help of the employees. Individuals may have "goals" in life that are distinct from the organisation. In other words, employees need to be motivated if management is to inspire them to work in ways that help the organisation achieve its objectives. Organizations must change the workplace into a desirable setting in order to be successful, as well as develop a culture that inspires and motivates workers to deliver their best work.

One of our country's law enforcement agency, Royal Malaysia Police (RMP), is crucial to upholding peace and security in the country. Their duties require constant readiness for any potential emergencies given the scope and nature of their jobs. The police career is demanding, challenging, high-risk, and physical and mentally demanding. Police personnel work is hard since they have to reduce the nation's high crime rates while also ensuring the safety of the public. They are required to provide great services and show consideration for the needs of the community. Furthermore, their work environment is frequently demanding and uncertain. Police personnel encounter more violent events than other jobs and frequently face emotional stress. The well-being and psychological health of individuals may be harmed by this illness.

Not only that, police personnel are in charge of protecting their own safety as well as that of their neighbourhood, and they also have situational control over the broader population. Throughout each shift, they must be extremely driven. One of the most important foundations of national security is to guarantee the safety and security of the nation is through the RMP. This police force organisation endeavour to ensure a safe and peaceful nation as well as to lower crime rates nationwide, regardless of age, race, or religion, in order to increase public safety in Malaysia. As RMP personnel, they require drive to develop more inner strength and psychological energy that may influence their conduct.

The most crucial factors in the long-term effectiveness of a law enforcement organization are motivated professionals with high ethical standards. To ensure a safe

community and a reputable organisation, which is intimately tied to achieving organisational goals, officers must be properly motivated. Giving and obeying orders, are some of the fundamental values that are ingrained in the police force. As a result, a certain type of behaviour is produced that is both necessary and suitable for numerous operating circumstances.

Employees job performance is influenced by a variety of elements at work. The efficiency of employees' work is essential to a company's sustainability. This research aims to study the relationship between motivational factor and the Royal Malaysia Police personnel performance in Johor Bahru South Police District.

1.2 Royal Malaysia Police Organization (PDRM) Background

Cheah et al., (2018) stated that, the founding of a police force on the island of Penang in 1786, while it was still a British colony, marked the beginning of institutional law enforcement in Malaysia. Early Penang police organisation seems far more military in nature. The Police Act of 1967's Section 3(3) lists the police's official duties in Malaysia. The Royal Malaysia Police (RMP) is currently centralised and under the direction of the Ministry of Home Affairs at Putrajaya. In 2023, RMP has existed for 216 years. RMP has undergone numerous changes, evolving from a security agency with numerous flaws to an enforcement organisation with infrastructure, manpower, and technology on par with developed nations.

RMP's membership is made up of 137,574 officers and members. The RMP is currently led by Inspector General Tan Sri Acryl Sani bin Hj. Abdullah Sani, who was appointed as the 13th Chief of Police following the retirement of Tan Sri Dato' Seri Abdul Hamid bin Bador.

The Chief of Police or *Ketua Polis Negara* (KPN) is assisted by the Deputy Inspector General of Police and 8 directors who head 10 other departments. RMP is divided into 10 main departments consisting of the Management Department, Criminal Investigation Department, Narcotics Criminal Investigation Department, Logistics and Technology Resources Department, Internal Security and Public Order Department (KDN/KA), Special Branch, Commercial Crime Investigation Department, Integrity Department and Standards Compliance, Crime Prevention and Community Safety Departments and Traffic Investigations and Enforcement Departments.

The RMP's motto is *Bersedia Berkhidmat*, which translates to "Ready to Serve" in English which demonstrates the RMP's emphasis on police-commitment in ground duty. Overall, the RMP officers might represent the variety of jobs and responsibilities carried out by the new recruits to the force. There are members who, for instance, carry out standard police duties such immediately addressing issues with citizens. Besides that, the police team of the General Operations Force also carry out non-regulatory duties like stopping illegal immigration into the nation, battling off the rise of communist terrorists in the past, and stopping terrorist acts in the present.

1.3 Problem Statement

In today's work environment, every organisation requires employees who give their all to every task. Employees are an organization's most valuable resource because An employee who joins a company instantly commits to work hard and being loyal to help the company reach its objectives. Employees must therefore fully commit to the company, thereby boosting their productivity through accountability. This is due to the fact that if an organisation has productive employees, the organisation will be more competitive with one another when performing a task or work. One of the factors that captivates interest and maintains personal drive toward a goal is through motivation. However, there are differences in the motivational challenges faced by various sectors and industries (Ahmad, Islam, Ahmed, and Ahmer, 2019).

The organisation in charge of preserving law and order in society is the Royal Malaysia Police (PDRM). The RMP is the first agency to respond when threats from within the nation arise because it not only handles human-related security but also natural calamities. This organisation is crucial because it upholds law and order and is in charge of the community's welfare. However, becoming a police personnel is a difficult profession (Viegas and Henriques, 2020). This is evident from the fact that RMP personnel frequently deal with the problem of disciplinary infractions and poor job performance year after year. The Malaysia Public Complaints Bureau (PCB) claims that they frequently get complaints regarding poor police work, including incidents of handbag theft, burglary, traffic accidents, and drug addicts occupying vacant homes. Additionally, according to the Malaysia Public Complaints Bureau (PCB) (2021), the police lessen and/or dismiss summonses and traffic penalties for offenders who give him in coffee money. The public has a negative perception of the PDRM as a result of this circumstance.

Due to the difficulties facing the policing system, it is imperative that this study determine the relationship between motivating elements and police personnel performance.

Law enforcement in the nation will improve as a result. This is because, successful organisations are those whose employees perform effectively. Because of that, organisations place a great importance on performance (Gravina, Nastasi, and Austin, 2021).

According to Alameeri et al., (2020), a good working environment has a significant effect on employee engagement, learning, and motivation. As a result, a productive workplace that promotes teamwork and focused work is acknowledged as a crucial factor in evaluating employee performance. Improved employee performance maybe related to a variety of elements, including the physical environment and supervisor support (Park, Kang, and Kim, 2018). Four motivational factors; compensation and benefits, employee engagement, supervision, and working environment will be used as mediating variables in this study.

Employees performance and motivation are crucial components for an organization's long-term success. Motivating police officers can be challenging. Supervisors must work very hard to ensure that police personnel carry out their duties successfully and effectively. Numerous factors could negatively affect their productivity and cause them to get comfortable and just do the bare minimum of work. A negative view of police work may result in feelings of insignificance in regard to law enforcement goals and either lessen or completely destroy internal motivation.

By encouraging increased productivity and promoting stronger individual motivation, leadership in every area of the workplace must be continuously improved. Like any other profession, law enforcement requires ambitious and effective individuals to do their duties well. Professional police personnel do, however, possess some unique motivational qualities. One of the RMP's human capital management issues is employees job performance. This is a critical issue in an organisation that deals with national security, such as the RMP. Police personnel risk their lives by working in a high pressure environment.

Certain key principles, such as giving and obeying orders and respecting rank, are instilled in the police force. This results in a behavioural style that is both necessary and appropriate in many operational situations. The RMP's function as Malaysia's law enforcement organization, as well as their commitment to national security and development, is an important profession for the expansion of the nation's economic and social development. It would be advantageous for the RMP, as well as for the security and advancement of the country, if the police personnel were more effective at their work, content with their jobs, and committed to the organization.

Due to the fact that modern law enforcement agencies are involved in many different activities, including drug prevention, traffic safety, crime prevention, and prosecuting offenders. Because of this, police work performance is a crucial factor in accomplishing organisational objectives. A research study was carried out to learn more about the relationship between motivational factor and the Royal Malaysia Police personnel's performance in Johor Bahru South Police District.

1.4 Objective of Study

The precise, tangible, and doable objectives that this research can attain are listed in this section. This research aim to investigate the The Relationship Between Motivational Factors and Royal Malaysia Police Personnel's Performance of Johor Bahru South Police District. Below listed is the objectives if this study:

- I. To investigate the significance of compensation in relationship to the motivation and performance of police personnel.
- II. To identify whether there is a relationship between employee engagement and police personnel drive to perform well at work.
- III. To investigate if the working environment significantly influences police personnel motivation and work performance.
- IV. To determine the significance of supervision in relationship to the motivation and performance of police personnel.

1.5 Research Questions

- I. Does compensation have a significant impact on how motivated police personnel are and how effectively they perform at work?
- II. Does employee engagement significantly affect the motivation of police personnel and their ability to accomplish their jobs?
- III. Does working environment have a significant relationship with the police personnel motivation and work performance?
- IV. Does supervision significantly affect the motivation of police personnel and their ability to accomplish their jobs?

1.6 Hypothesis of Study

In the Johor Bahru South Police District, where the study was conducted, a number of variables have been identified as police personnel motivation factors and their impact on performance. Following it, hypotheses, which are described below, have been developed.

- A) **H10:** There is no significant relationship between compensation with the police personnel motivation and work performance.
H11: There is a significant relationship between compensation with the police personnel motivation and work performance.
- B) **H20:** There is no significant relationship between employee engagement with the police personnel motivation and work performance.
H21: There is a significant relationship between employee engagement with the police personnel motivation and work performance.
- C) **H30:** There is no significant relationship between the work environment and the police personnel motivation and work performance.
H31: There is a significant relationship between the work environment and the police personnel motivation and work performance.
- D) **H40:** There is no significant relationship between supervision with the police personnel motivation and work performance.
H41: There is a significant relationship between supervision with the police personnel motivation and work performance.

1.7 Significance of the Study

The study's findings may lead to fresh perspectives and information that a firm or organization may use to inspire their employees to work towards shared objectives, which will be beneficial to organization that does not use employees motivation as their performance-enhancing strategy.

Finding and identifying the variables that affect police personnel extrinsic motivation is an important outcome of this study. Additionally, the finding of this study will be a reference to the Senior Police Officers on how to discover the elements that could keep their Junior Officers motivated throughout their employment. Theoretically, this research offers substantial benefit to anyone trying to determine what causes police personnel to become more motivated.

In order to gain a better knowledge of extrinsic motivation, leadership style, and rewards for police personnel in *Ibu Pejabat Daerah* (IPD) Johor Bahru, this study will provide information on these topics. The recommendations from this research will help police force organisation in giving an idea of how to improve their performance and customer service. Besides that, this organisation can also maintain the work performance among their police personnel.

This research will be useful to other government departments not only to the Royal Malaysia Police. This study can also be use by any organisation to motivate their employees, particularly police departments. At the same time, the superiors in this institution need to take into account recommendations and strategies to provide reasonable motivation that meets their needs. Police personnel can learn from organizations that use motivation to improve their work performance. This can also increase the working capacity of their employees.

1.8 Scope and Limitations

The research proposal is limited only to the Johor Bahru South Police District. This basically made the researchers more useful on their part, aside from the fact that broader and more precise information can be possibly extracted. The study sample consisted of police personnel in the Johor Bahru South Police District will be conducted using questionnaire survey form. The number of samples determined at the beginning also had to be increased considering the possibility of corrupted data. So, the researcher first takes into account this constraint in order to avoid the recurrence of data collection administration. Data collection for this study was gather using fully structured questionnaires. Because of that, there may be biased reactions as a result of many factors. As a result, there can be a discrepancy between the responses given and the actions taken by the respondents.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter's objective is to present pertinent academic material linked to the topic, including theoretical, empirical, and literature summaries on empirical research. A vital component of any research project is a literature review. Through a literature review, the reader and the researcher can have a deeper grasp of the research topic and the justification for topic selection. *“Without one, you won't be able to comprehend how the subject has been explored, understand what has already been done on it, or grasp the important concerns that need to be addressed,”* according to Hart (2018).

2.1 Motivation and Performance

2.1.1 Motivation

Organizational effectiveness can be significantly impacted by encouraging individuals to make significant contributions to their jobs. A common expression that comes from the word "motive," "motivation" can refer to a number of concepts, including a person's needs, wants, and drives (Badura et al., 2020). It entails motivating people to take the necessary actions in order to reach their goals or ambitions (Liu et al., 2021). According to Nyinyimbe (2020), motivation is the most effective tool for fostering outstanding performance from people at work, which will lead to organisational effectiveness.

Efendi et al., (2020) claim that an employee is motivated at work when the employer encourages them to work more and meet their demands. According to Mulyadi and Syafitri (2019), motivation is an internal need that prompts a person to exert consistent effort in response to their own needs, the effects of their physical environment, and the effects of their social environment.

In this study, despite the fact that the motivation of Royal Malaysia Police personnel is usually related to achieving their goals of preventing crime and maintaining local peace, they emphasize the organizational goals of determining the minimum requirements for work-related activities. Intensity, curve, and failure are the three main factors that determine motivation. When it comes to motivation, most of us tend to focus on one particular aspect.

However, unless the effort is handled in a way that benefits the organization, high intensity is unlikely to have positive outcomes for work performance.

2.1.2 Job Performance

An organisation must accept responsibility for its performance. Lengkong, Lengkong, and Taroreh (2019) define performance as a measurement of how successfully a plan of action or set of rules has been put into practise in order to achieve the goals, objectives, vision, and mission of the organisation as outlined in its strategic planning. The findings of the Efendi et al., (2020) study demonstrate that work motivation has a major impact on performance. Meanwhile, Pangastuti, Sukirno, and Efendi (2020) discovered that job motivation had a significant and positive impact on performance.

According to Efendi et al., (2020), performance is the consequence of carrying out the tasks and responsibilities that have been assigned by the organisation. He thinks that motivation and ability, which are reflected in each person's behaviour patterns, are related to performance. Managers supervise and evaluate employees' work to ensure that the organization's objectives are met, and employees are expected to perform at a standard that can be quantified. When evaluating the candidate's performance, what is done and what is not done by the candidate is under scrutiny. Presence at the place of employment, accommodative and supportive attitudes, the quantity and quality of hires, and the timeliness of hires are all factors in employee work. According to some research on individual employment, it is unlikely to verify individual employment.

Directors of the company assess each employee's performance on a yearly or recurrent basis to identify any possible growth areas. When a firm experiences poor job performance at all levels, goals are very difficult to achieve. One of the key components in a business or organisation that helps it reach its goals and objectives is through human labour. Therefore, it is undeniable that the organisation would suffer if staff motivation is not given top priority.

The outcome of the task accomplished is commonly regarded to be the job performance. It is also a group of activities crucial to attaining the goals of the organisational units or departments at a workplace. The definition of performance should place more emphasis on behaviour than it does on results because that later may lead employees to seek out the quickest and most convenient means of achieving goals, which could be detrimental to the organisation as it ignores an essential behaviour that would otherwise be given attention by workers. Employees with qualifications and skills tend to deliver good performance. In

their research, Nordin and Hassan (2019), discovered that elements like interest can lead to effective work performance.

2.2 Theoretical Literature Review

2.2.1 Theories of Motivation

It is crucial to paint a complete picture of how the phenomenon of motivation manifests itself in order to comprehend the concept of motivation. Due to its effect on employees' efficiency at work, motivating employees has recently gained popularity (Yimer, 2018). Since motivation is a big independent variable that positively affects workers' productive efficiency, management scientists have been focusing more on the topic in academia.

To put it another way, maintaining productive employees on board is crucial to the company's success and adherence to its mission. Employers must inspire employees to enhance productivity, efforts, and accomplishments if they want such efficiency to continue. Numerous societal issues can be addressed by the concept of motivation, such as:

1. What motivates people?
2. What drives them to action?
3. How do they keep themselves motivated?

Motivation theories enable us to comprehend distinct motivators. Theories of motivation have been researched for many years. Compensation plans must promote internal equality, external competition, and both internal and external inspiration. By illuminating the incentives underlying employee behaviour in firms, the theories offer answers to these issues. The most significant theory is a procedural or cognitive theory that addresses morality, goal-setting, and ethics. The theory of motivation has been explained by numerous scholars such as Maslow's Hierarchy of Needs, Herzberg's Two Factor Theory, McClelland's Acquired Needs Motivation Theory, and Theory X and Y from McGregor are a few examples of these theories. These ideas aim to pinpoint the elusive forces that drive people's behaviour. These internal elements might be sturdy or fragile and are swayed by external forces. Therefore, it is crucial to understand that human requirements will vary across the board depending on the context and the time and place.

2.2.2 Relationship Between Motivational Factors and Job Performance

Job performance is typically understood to be the outcome of the work completed. Job performance is a collection of actions that relate to significant correlations between motivational elements and job performance have been found in the research. Most people work to accomplish something, whether it be an intrinsic or extrinsic goal. According to Pangastuti et al., (2020), work motivation has a favourable and significant impact on employee performance. The findings of the study by Efendi et al., (2020) also demonstrated that job motivation has a favourable and significant impact on employee performance.

Job motivation has a favourable and considerable impact on employee performance, according to research findings from Antaka (2018) and Ikhsan et al., (2019). Meanwhile, Adeoye (2019), who conducted the research, discovered that employee performance was only slightly and insignificantly impacted by job motivation.

2.2.3 Maslow's Hierarchy of Human Needs

In the 1940's and 1950's, Abraham Maslow evolved the hierarchy of human needs paradigm. One of the essential theories of motivation follows from this version. Maslow's Hierarchy of Needs idea divides human needs into five categories. These categories - "*Physiological or Basic Needs*," "*Security or Safety Needs*," "*Belonging or Affection Needs*," "*Esteem or Ego Needs*," and "*Self-Actualization Needs*" - include all human activities.

Maslow believes, human aim to fulfil their wants based on their priorities; there are pre-requisites for each level of employment. When their physiological and safety requirements are fulfilled, they anticipate that larger desires for acceptance and self-actualization will become more important. Every employee in a company will undoubtedly advance to a level that suits their needs. Because the new organisation can match their demands, employees may now decide to leave the old one. It came to the conclusion that firms should prioritise meeting employees basic needs before pursuing the goal in order to promote excitement at work (Mohamed Abdul Aziz and Muhammad Hasmi, 2020). The following are the Maslow hierarchy's fundamental human categories:



Figure 1: Maslow's Hierarchy of Needs.

Revised model from Maslow & Stephens (2000).

- I. *Physiological or Basic Needs*: This level represents the most fundamental needs. Even without considering humans, these pre-requisites are crucial for any organism. These fundamental needs include what is required of a person, such as food, water, shelter, sleep, and other elements vital to a person's survival.
- II. *Security or Safety Needs*: According to Maslow's hierarchy of human needs, the second stage includes requirements for personal security, a physically safe environment, rules and boundaries, freedom from emotional distress, financial security, good health, and the assurance that one won't be subjected to power abuse.
- III. *Belonging or Affection Needs*: This is the desire for love and "belongingness" in humans. Every employee needs to feel valued and like they play a part in the organisation. Employees' feelings of strain and stress can be prevented or reduced when they are satisfied.
- IV. *Esteem or Ego Needs*: The fourth level includes self-esteem, organisational accountability, accomplishment, ownership, power, and respect from co-workers. In the workplace and in relationships, these kinds of standards can be met. Employees wanted to be appreciated given the opportunity or a position that will allow them to contribute. By doing this, "self-respect" will rise (self-esteem).

- V. *Self-Actualization Needs*: The highest level criteria include experiencing personal growth and development as well as self-fulfillment in accomplishing self-advancement. Utilizing one's abilities to their fullest potential, growing personally, and using creativity at work are examples of these kinds of needs. These demands are connected to the needs to realise one's own worth in light of one's capacity as a human being (employee).

2.2.4 Herzberg's Two-Factor Theory

According to this belief, a person's relationship to their work and attitude toward it influences whether they succeed or fail. Herzberg asked people for their employment expectations and then tallied and categorised their answers. Certain traits are invariably linked to job satisfaction while others are linked to job dissatisfaction. Employee fulfilment relates to intrinsic characteristics of the job, such as the work itself, responsibilities, and success, and it is related to extrinsic features of the job, such as supervision, wages, organisational policies, and working conditions. According to Aizza et al. (2018), cultivating a lasting relationship with employees requires both intrinsic and extrinsic motivational qualities.

Herzberg asserts that, contrary to what was once thought, dissatisfaction is not the opposite of satisfaction. It doesn't follow that removing undesirable elements will make a piece of work satisfying. People are happy when a motivational element is present, but they are sad when a hygienic factor is present. Examples of two major forms of employee motivation include intrinsic and extrinsic motivation. The phrase "intrinsic motivation" refers to activity that is guided by internal attitudes and rewarded internally. Motivation is the ability to move towards a given goal, whether consciously or unconsciously. It could be a source of power, energy or strength.

Extrinsic or intrinsic motivation is possible. According to Yang and Ai (2020), there are two types of motivation for employees: intrinsic and extrinsic. While intrinsic motivation is a force within an individual that drives them to achieve more, extrinsic motivation can be tied to workplace conditions (Mazllami, 2020). Similar to this, highly compensated workers think their employers value them. Employees will put in extra effort to achieve their goals if their company shows them care and compensates them for appreciating their work (Jeni, Mutsuddi, and Das, 2020).

2.2.4.1 Intrinsic Motivation

Intrinsic motivation originates from a person's inner self, or we may say that they are internal variables that are motivated by the individual's interest in and enjoyment of the work they are performing rather than relying on other influences. By determining their psychological requirements in relation to the work they are doing, individuals can be motivated intrinsically. Employers can increase the intrinsic motivation of their employees and boost efficiency and effectiveness by involving them in decision-making process. Giving employees the chance to share comments about the work environment, their interests in the position, their preferences for a certain job, and their level of comfort in the position might accomplish this.

Intrinsic motivation is the method by which an employee's job fulfils their own needs. People are said to look for work because they think it will best suit their needs, and that this urge is self-generated. One's sense of accountability, freedom to make decisions, courage to use and advance their own abilities, interesting work, and the chance to advance are just a few factors that could influence intrinsic motivation.

2.2.4.2 Extrinsic Motivation

Extrinsic motivation refers to the external variables that influence an individual's motivation, such as financial rewards, job opportunities, recognition, coercion, and punishment threats. Similarly, competition is one of the most frequently employed extrinsic factors that motivates the worker to succeed and surpass others. Rewards and the support of the crowd are other extrinsic variables that help a player succeed.

Extrinsic motivation refers to the efforts made by others to motivate a person. Extrinsic incentive comprises elements such as the benefits provided by management, such as pay raises, compliments, or promotions. Extrinsic motivators work well, but their results are temporary. Intrinsic motivators typically have a longer-lasting impact because they are fundamental and not imposed from beyond (Syamsir, 2020).

2.2.5 McClelland's Acquired Needs Motivation Theory

Performance motivation, which McClelland defines as the drive to do better than others in numerous situations, is another crucial idea from the theory of motivation based on the strength that exists in humans. McClelland believes, people with high success drives are different from other people that they have a strong desire to make things better. The desire to achieve performance that everyone has, there are a variety of ways that a person must take to achieve it. The higher the desired performance, the harder the effort that must be made.

The importance of performance motivation will foster a positive attitude for humans. the more motivated a person is on a performance, he will always readily receive a response or advice on how to improve his performance. This topic was built upon by David McClelland in his 1961 book "The Achieving Society." He named three motivating factors that he believed we all possess: the need for power, the need for connection, and the need for achievement. Regardless of gender, culture, or age, according to McClelland, everyone has three motivating factors. One of these will serve as the primary motivator (Fischer et al., 2019).

Humans, in the opinion of McClelland, have three needs. The first is the need for performance, which is a result of the demand for achievement and the desire to take on duties for which one can be held personally liable for one's conduct. The second need is the need for affiliation, which is a desire for a friend or companion. Third, the needs for power, which is expressed in someone who aspires to control others, is aware of the dynamics of interpersonal influence, and actively seeks to rule others. When there is an opportunity to reach the goal and it is real, the desire for performance will motivate someone to take action, which tends to foster creativity. The achievement of the appropriate behaviour depends on a struggle between the needs for success and the fear of failure, as required by the performance requirement. A function of accomplishment demands, expectations for success and failure, and incentive value from success and failure, approach and avoidance inclinations can be identified.

According to McClelland, every person has unique requirements based on the traits and perspectives that make them who they are. Individuals has a strong desire to succeed. This motivation pushes people to work harder for their own goals than for acknowledgment. This type of encouragement can be classified as need for achievement, which is the need for achievement or performance, based on the three types of need mentioned above. The need for performance has two indicators, namely; the ability to master some skills that have been innate since birth or from training used to do something that takes the form of action. Second, creativity is the ability to generate fresh ideas and works in the shape of new things.

The urge to have control over, be in control of, and influence others is known as the desire for power. According to McClelland, someone with a strong need for power will typically have a responsible personality, struggle to persuade others, be easily put in competitive situations, and be more concerned with social status. Someone who has a high level of need for power tends to behave more assertively. McClelland also stated that the need for power has two important indicators, namely; self-actualization is the availability of opportunities for a person to develop his abilities so that they turn into real abilities in order to gain power. Second, power is a person's ability to acquire something in the way he wants.

The need for affiliation, or the third need, is the desire for healthy interpersonal connections. This need is characterised by a propensity for someone to want relationships with a high degree of mutual understanding, a cooperative environment, and a high motive for making friends. The necessity for attachment in the context of education will become apparent during the learning process, where there is interaction between professors and students as well as between students themselves. Furthermore, those who have strong affiliations should participate in group activities that emphasise interdependence and teamwork with others (Fan et al., 2021). People who value friendship and favour cooperation over competition may view a willingness to uphold accepted standards of behaviour and accept responsibility for others as a sign of the organizationally desired civility (Fan et al., 2021). High levels of attachment make people more understanding and tolerant of other people.

Previous studies have revealed that affiliation affects leadership. Strongly affiliated individuals must guide others in the right paths and, in doing so, feel responsible for upholding the same moral standards as their peers (Fan et al., 2021; Fischer et al., 2019).

2.2.6 Theory X and Y from Mc. Gregor

McGregor created a motivation theory that integrates internal theory and external theory. He has identified two fundamental variations in human conduct which is theory X and theory Y. On the basis of theory X, traditional theories about organisational life are primarily managed and directed.

According to McGregor's theory, the typical worker is unmotivated, dislikes their job, and will use any opportunity to avoid it. They must be controlled, disciplined, and directed toward achieving the organization's goals because they fundamentally dislike working. The typical employee is more easily led, tries to avoid responsibility, has modest goals, and values self-will above all else. Because managers still firmly believe the assumptions to be true and that there are several characteristics of human behaviour that can be observed, this theory is still commonly applied in companies even if it is unable to address all the issues that arise there. As a result, McGregor provided an explanation based on his knowledge.

What drives a particular activity or behaviour in people is referred to as motivation. The X and Y theories of motivation were put forth by Professor Douglas McGregor based on the tenet of human behaviour. Theory X, the widely accepted theory of motivation, is predicated on unfavourable premises. Theory Y stands in contrast to Theory X, which is grounded in empirical data and displays a contemporary, dynamic attitude toward humanity.

2.2.6.1 Theory X

The manager has the concentration of authority in Theory X, an authoritarian management strategy, and makes decisions without consulting the employees. It depicts the manager's personality, which on the outside projects a confident image and a well run business. Aside from having little interest in general human issues, Theory X has a constrictive, closed-minded, unresponsive, impatient, and arrogant management style. It is predicated on the idea that people are naturally averse to doing their jobs, and that this aversion results in their assigned work going unfinished because they are continually coming up with justifications for why they shouldn't. In order to keep them motivated and under control, they should be guided by utilising a stick and carrot strategy (Touma, 2021).

The main proposition of theory X, namely:

1. The organisation is in charge of planning productive operations, including pay, resources, and personnel, for the benefit of the economy as a whole;
2. Showing respect for others involves encouraging, leading, and influencing others' behaviours as well as changing one's own behaviour to meet organisational needs; and;
3. Without aggressive management intervention, individuals will be passive even hostile to the demands of the organisation. As a result, they need to be convinced, appreciated, disciplined, and managed. Their actions need to be controlled.

According to theory X's further premise, these individuals actually believe:

1. Refuses to enjoy working,
2. Having little ability to be creative in resolving organisational problems, dislikes the will and ambition to be responsible,
3. Prefers to be directed or ruled,
4. Only needs physiological motivation and safety, and.
5. Must be strictly supervised and frequently forced to achieve organisational goals.

This leadership style is focused on work performance, in contrast to Theory X's authoritarian leadership. McGregor offered theory Y as a different theoretical option after seeing the flaws in theory X's underlying assumptions.

2.2.6.2 Theory Y

Employees have a strong sense of motivation to fulfil their work duties. According to Theory Y managers, their employees are dependable, competent, honest, and eager to contribute original ideas to the company (Prottas and Nummelin, 2018). Employees do not dislike their jobs, are driven to complete their tasks, are capable of taking on responsibility, and need less managerial direction. In Theory Y, Maslow's standards for self-actualization are acknowledged.

By boosting workers' self-esteem and confidence, the interaction between managers and employees suggests a self-actualization culture (Mansaray, 2019). This strategy is built on the assumption that people will automatically orient themselves towards achieving the company's goals. Because they have the self-control and self-discipline to operate in accordance with the company's objectives, employees do not require constant monitoring and threats of punishment. Employees understand responsibility and performance for reaching work goals and are intelligent, imaginative, and creative. Additionally, workers should not perform to their full ability.

The theory's central claim is as follows:

1. Management is in charge of planning how resources like money, materials, equipment, and people will be used to produce goods and services for a profit.
2. Individuals are not apathetic or unresponsive to the demands of the organisation. Due to their exposure to the organisation, they have developed into that way.
3. Management does not create motivation, the development of potential, the ability to take on responsibility, or the preparedness to lead behaviour towards organisational goals in individuals. Management must give employees the tools they need to recognise and cultivate these human qualities.
4. The major responsibility of management is to control organisational policies and procedures so that people can work toward the organization's objectives while still achieving their personal ambitions.

According to theory Y's underlying premise, these individuals truly believe that:

1. Work is essentially similar to play, which can satisfy people. Work and recreation both need physical and mental effort. If the scenario is equally nice, then there is no distinction between the two.
2. Self-monitoring by humans cannot be avoided in order to meet corporate objectives.
3. Employees has a good degree of creativity when it comes to solving problems at work.

4. Motivation encompasses not only the degree of physiologic demands and security but also the social needs, appreciation, and self-actualization.
5. If people are appropriately motivated, they may maintain self-control and be innovative at work.

By comprehending the fundamental tenets of theory Y, McGregor went on to say that it is crucial for management to let the employees realise their full potential. By focusing their efforts on achieving corporate goals, people are given the right motivation to pursue their own goals to the best of their abilities.

2.3 Empirical Literature Review

2.3.1 Empirical Studies on Employee Motivation

Several studies have been done, specifically on employee motivation and performance. For instance, George (2018) used an exploratory research methodology to undertake a thorough examination of the literature on the effect of employee motivation on overall performance. According to the researcher, driven workers outperform those who are not motivated at work. The researcher comes to the conclusion that motivated employees bring a positive energy to the organisation that boosts productivity, whereas stressed-out and depressed people have a negative impact on the workplace and organisational performance.

Elvina and Chao (2019) conducted a case study on a group of employees at the Russian VTB financial institution to examine the link between employee motivation and job performance. This observe uses quantitative strategies to gather applicable data. The hypothesis was additionally examined using Pearson Correlation Coefficient analysis.

The conclusions display that VTB financial institution employees respect both internal and extrinsic motivations for their potential to perform professionally. Extrinsic rewards, however, exhibit a larger positive correlation with worker's performance. The report is then used to offer advice to businesses on a way to enhance their pay practises and regulations. This is achieved to draw in, inspire, keep, and fulfill people. The observation additionally came to the realization that motivation, whether intrinsic or extrinsic, affects employee overall performance, albeit it is uncertain how the authors arrived at that result as correlation in reality serves to demonstrate relationships rather than to examine outcomes.

Meanwhile, Dereje (2020) observed different results from previous research while analyzing the impact of motivation at the productivity of employees at Pakistan's Fiche general medical institution. He said, that worker's empowerment has a greater effect on employee

overall performance over the direction of the examine period, despite the fact that Elvina and Chao (2019) discovered that extrinsic motivational elements are greater powerful in inspiring personnel. Elvina and Chao (2019) and Dereje (2020) both used the same descriptive survey study approach, in which 179 personnel were sampled the use of a questionnaire.

Employees who are not motivated will have low morale, which will affect output and performance. A rise in performance, productivity, efficiency, and effectiveness is brought on by joy and satisfaction in the pursuit of rewards and returns. As a result, it is important to comprehend rewards and incentive systems thoroughly and identify the best ways to use them to individually encourage each person. Positive employee behaviours are a must for profitability or simply say it is a win-win situation for both parties. But they can only be attained through incentives, bonuses, and the usage of reward systems.

2.4 Hypotheses Development

Evidently, the hypothesis identified the claim that was supposed to be explored. Before performing research, it must be publicly disclosed and acknowledged. The hypothesis will make it easier to determine a study's goal, its fundamental idea, and how the issue statement and the literature review relate to one another. The alternative and null hypotheses are two distinct hypotheses. To more clearly assess the study's purpose, several hypotheses have been tested through the analysis of the variables in this research study.

2.4.1. Compensation and Benefits on Work Motivation and Performance

According to Saban et al., (2020), there must be some kind of reward or remuneration to encourage workers to put in extra effort. Compensation, usually referred to as reward, is any token of appreciation provided to staff members in return for their contributions to the business. Three important criteria must be taken into account when determining compensation; it must be just to the workforce that an employer has provided, competitive in relation to market prices in the company field, and the amount must motivate workers to put in their best effort. Sadly, the first two occasionally cross over since some employees are paid less than others or at the going rate for the labour market. Individual compensation is often desired but harder to actually achieve. People frequently understand their own pay differently than how the business's management does. Compensation and benefit plans cover everything connected to the amount of compensation that employees get (Da Cruz Carvalho et al., 2020).

An organization's management must conduct a "job appraisal" in order to create a fair remuneration structure. Employee motivation to work is also primarily influenced by their income level. This is because through financial reward, individuals may meet their demands. Consequently, salary has an impact on employees' performance. One aspect of human resources that affects employee performance is compensation.

H1: Compensation and benefits will have a positive effect on work performance.

2.4.2 Employee Engagement on Work Motivation and Performance

An essential component of motivation is employee engagement. It immediately affects employee's motivation and contentment. Therefore while seeking motivation, selecting the right communication method for the individual employee is crucial. Face-to-face communication between management and employees, for example, is more motivating than texting, calling, or emailing people. Employees must be kept up to date on what is going on within the organisation as soon as possible and directly from their manager and boss. It fosters a positive bond between them, which will be very beneficial for motivation. This allows them to make crucial decisions regarding their employment and work.

It seems that supervisors and co-workers support employees in different ways. Worker views of social support from co-workers and superiors appear to have a less direct relationship with job performance. Employees who believe their job has a beneficial impact on others will devote more time and effort to it, improving their work performance (Juliani and Purba, 2019). Subordinates perform better and are more dedicated to their superiors when they feel supported by them (Frear, Donsbach, Theilgard, and Shanock, 2018). Similar to this, when co-workers support one another, they are more motivated to assist each other since they understand that their assistance will likely be rewarded in the future.

Maintaining a good engagement relationship with each employee, meeting with them one-on-one, and making sure they are informed of any changes to the assignment are other excellent ways to improve motivation and job performance. The most ethical employers recognise that two-way communication presents chances to recognise employee achievement and encourage organisational participation.

H2: Employee engagement has an positive impact on work performance.

2.4.3 Working Environment on Work Motivation and Performance

According to (Tayfun and Oneren, 2021) the work environment has a significant impact on employees' performance since it affects their performances. Physical working circumstances have a significant impact on employees' work performance, which has an impact on employee productivity in Central Java and the Special Region of Yogyakarta, Indonesia, as Rahmi et al., (2018) reported in their previous research. An effective and supportive work environment is essential for employee performance to be at its highest level. These elements, as well as how well coworkers and the team get along, have been highlighted as having a significant impact on how well employees perform.

All aspects of the job are included in the work environment. For instance, how work is done at the workplace, how organisational goals are met, the tasks involved, how well they are prepared for, control over work-related activities, job performance, employment variety, and the intrinsic worth of a task are all important factors. The physical working environment and task aids have a big impact on employee performance. There is no question that the physical workplace has a significant impact on employee performance.

H3: Work environment has a positive effect on work performance.

2.4.4 Supervision on Work Motivation and Performance

The employees of an organisation have a significant impact on how well its management functions. An organisation runs on its people, thus if employee performance increases, the organisation as a whole will as well. In the workplaces of the government, the same thing occurred. When bureaucracy interferes with providing the requirements of the community, the administration's reputation suffers, leading to low productivity, bad public services, low levels of responsibility, and minimal bureaucratic accountability. Leadership, work motivation, and competency, as well as a lack of job knowledge and talents, all have an impact on the performance of the state civil apparatus. Employee perceptions of the quality of their relationships with their supervisors are reflected in supervisor support (Cho et al., 2021), which also indicates how much employees believe their supervisors care about their problems and overall well-being (Yang et al., 2020).

According to Grobelna (2020), supervision is critical for achieving a variety of organisational goals, such as affective commitment, corporate loyalty, and great service. This claim is supported by Yeh et al., (2021) and Wang, Han, and Li (2021). They both demonstrate

that supervisory strategies can help employees feel less emotionally pressured, which can improve their overall well-being and job performance. Finally, Park et al., (2018) found that supervision had a significant impact on motivation to learn and gain new knowledge.

Even though some supervisors are more conservative and accustomed to managing the intensity and frequency of thoughts on decreasing employee labour costs, open supervision of employees' work is necessary to maintain good employee loyalty. The manager must be skilled in changing plans to fit the circumstances. Involving monitoring in work also improves employee experiences, claims (Wahlin-Jacobsen, 2020).

Monitoring employee performance is crucial so that it may serve as a reference point for creating incentive-based policies. When critically examined, steps for employees supervision can be identified. The ineffectiveness of supervision was found to be a manifestation of the ambiguity of employee performance practises (Wan, 2019). Supervisors have an important task to motivate employees in any organization or project. Since police personnel have a bureaucratic governance style, senior police officers must inspire their subordinates. In addition, it is also necessary for supervisors to recognize their achievements, foster relationships, and work to bridge the gap between operational teams and senior police officers.

H4: *Supervision has an impact on employees work performance.*

2.5 Conceptual Framework

Based on the literature research, a theoretical framework was created to explore the connection between police personnel's motivation and work performance in the studied area. This study found that a variety of factors, including compensation and benefits, employee engagement, work environment, and supervision, had an impact on an individual's productivity at work. The dependent variable in this study is job performance. The theoretical foundation for this study is shown in Figure 2.

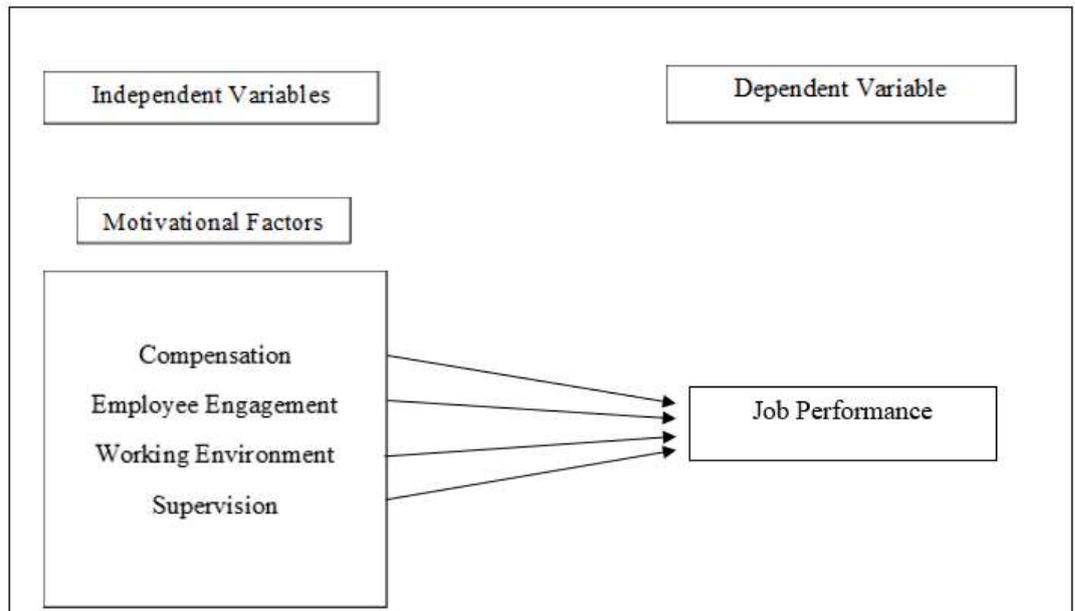


Figure 2: Theoretical framework for the relationship between motivational factors and job performance.

2.6 Conclusion

This chapter reviewed all applicable theoretical literature used in the study relationship between motivational factors and Royal Malaysia Police personnel performance in Johor Bahru South District. This chapter additionally goes over the procedure of developing a conceptual framework. The hypothesis and measurement improvement primarily based on the conceptual model will be discuss in the following chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

The methods used to carry out the research are covered in this chapter. A strategy or methodical approach to solving the research topic constitutes a research technique (Wilson, 2009). It is crucial for researchers to understand not just how research methodologies are applied, but also how they relate to the goals of the study, as well as their significance, justification, and meaning. The best research methodology can be chosen by researchers by being able to understand the theoretical foundations and variables of numerous processes as well as knowing which specific techniques are appropriate for the study problem. The design of the study, demographic and survey questionnaires, data collection procedures, and data analysis will all be covered in this area.

3.1 Research Design

The fundamental research issue that drives the study's goal must be developed as part of the research design, and appropriate questions and investigative methodologies must be chosen to assist the researcher in addressing the research problem (Yin, 2012).

Descriptive research methodology will be applied in this investigation. It is a comprehensive research initiative that contributes in finding research questions' solutions. The research design primarily consists of a plan for collecting, measuring, and analysing data. When examining the data, the researcher will also take the research hypothesis into account. By demonstrating the relationship between numerous research variables and the research problem, it also illustrates the structure of the research problem (Cooper and Schindler, 2011). Researchers can benefit from utilising a descriptive study design to gather, combine, present, and assess data for explanatory reasons, according to Mugenda and Mugenda (2003).

A planned action based on research questions is research design. As a result, it provides a summary of all required research tasks and acts as a reference for choosing information sources. There are three general methods for conducting dissertation research; quantitative, qualitative, and blended procedures (McCusker and Gunaydin, 2015). This study applied quantitative methodologies that rely on primary data (motivation factors) to shed light on the relationship between the mediating variables (compensation and benefits, work

environment, employee engagement, and supervision) and dependent variables (job performance).

3.2 Location of the Study

The selection of the location for this study is based on the area to be studied that meets all the requirements and needs of the study. This research was conducted in the Johor Bahru South Police District, Johor Police Contingent.

3.3 Population and Sample

According to Thorne and Giesen (2003), sampling is a technique used in assessment that involves choosing a pattern from the population. Thorne and Giesen refer to the sample as a small portion or aspect of the population as a consequence. In order to guarantee that the selected sample group presents an accurate reflection of the larger population without being influenced by the selection process, scholars adopt various sampling methodologies (Locke et al., 2004).

The target population is the collection of components that the researchers used to conduct their study. In order to be able to respond to the study's questions, the population being examined must possess a few characteristics. The total number of respondents in this study was 330 police personnel from the Johor Bahru South Police District in Johor Police Contingent. They were both men and women, and their ages ranged from 22 to 60 years old.

3.3.1 Sampling Technique

Utilizing stratified random sampling, a population of studies made up of both top and bottom leadership is selected (Sarantokos, 1998). The writer's close relationships with key contact persons assisted the writer in identifying and contacting possible responses within the organisation, as well as contacting different Heads in other departments. Furthermore, respondents were chosen based on their age, job position, qualifications, and gender. This is done to ensure a fair distribution of respondents and to provide for a more accurate reflection on work motivation and performance.

Furthermore, if all respondents are chosen at random, it is difficult to draw any conclusions because there is no link between them. Furthermore, it reduces the chance of respondents' answers becoming monotonous, boosting the research's validity.

3.3.2 Sampling Size

A study's sampling size is a crucial component. This is because it might affect a researcher's findings. Consequently, the sample size should be efficiently followed by the appropriate sampling design to produce accurate and reliable study results (Ross, 2005). Sekaran and Bougie (2010) believes that, either an excessively large sample size or an insufficiently small sample size are inappropriate for producing positive results. As a result, the sampling size for this study is 330 respondents. Prior to the actual study, the 100 individuals from the sample have undergone pilot testing. This is done in order to improve the questionnaire's validity and reliability.

3.4 Data Collection Instrument and Procedure

3.4.1 Data Collection Instrument

It is advantageous to take into account the various facts in an effort to compile information while conducting studies. There are variations between the primary and secondary data. When information is gathered for existing sources of information, such as newspapers, television commercials, or any other organisation, it is referred to as secondary data by researchers. Secondary data sources may also have gathered the information specifically for the owner's objectives. The majority of the primary data will be collected through surveys, experiments, and direct observation. Primary data will be used to compile the material for this study.

A quantitative study is one that employs formula, statistics, and mathematics to analyse the causes of various events. This technique for gathering data involves assigning respondents to respond to the same question. Compared to observations and interviews, questionnaires are thought to be the most efficient method for collecting all relevant data for this study. For this study, a fully structured questionnaire was chosen over other instruments like interviews since it is more practical and simpler to evaluate and compare. Additionally, gathering primary data saves time and money while also being more efficient. Besides that, the respondents will offer the responses that most closely reflect their viewpoints. The

questionnaire's findings can be used to predict how the independent variables would impact police personnel's job performance.

Zakaria (2007) believes, there are a number of reasons, why observations and interviews were not chosen for this study. Direct discussions of individuals or things are referred to as interviews. The time it takes to conduct the interview, the difficulty in interpreting the data, and the difficulty in comparing subjective outcomes are all drawbacks of this interview.

People who are directly involved in the research's issue provide primary data. Primary data has the benefit of coming from several sources and being accurate unfiltered information. People in the field sometimes only view a part of the activity, which is a significant limitation of data. The questionnaire source in this research study were taken based on Kathure (2018) study of Job Satisfaction among Employees in Telecommunication Companies in Kenya. In this surveys, a complete-based questionnaires with sections A and B can be used to collect the main statistics for this study. General information on respondents is presented in Section A. Section B, on the other hand, will ask questions about all of the factors that were considered when testing the hypotheses, including all the listed mediating variables and dependent variable. A descriptive examination of the data could be carried out to respond to research questions and fulfil research goals. Descriptive studies' primary objective is to calculate data using the mean, frequency, and median (Loganathan, 2013).

3.5 Operationalisation and Measurement

Since not all variables can be easily measured, operationalization of variables is crucial. Subjective elements are more challenging to quantify than objective ones. Additionally, it helps in selecting the right variable, enhancing its quality and increasing the efficiency of the design. But operationalizing both the research's variables and the hypothesis makes them stronger, clearer, and more consistent. Failure in the process is intended to result in weak, non-standardized variables and can cause additional research errors.

3.5.1 Independent Variables and Dependent Variables

The mediating variables of the research are: compensation and benefits, employee engagement, working environment and supervision. Meanwhile, the dependent variable in this

research is job performance of police personnel in Johor Bahru South Police District in the Johor Police Contingent.

3.6 Data Analysis Techniques

Data analysis refers to the methods used by researchers to undertake planned analyses of the data to create explanations and support the testing of hypotheses. The data gathered from the respondents will be easier for the researcher to clean, inspect, process, and model in order to generate data for conclusions and recommendations. Upon completion of data collection, the researcher will undertake a specific protocol, namely data recording. The principal feature of the sample was determined by the researcher utilizing various descriptive statistical techniques, such as mean, frequency, and standard deviation. The data will be subjected to analytical treatment and presentation through utilization of the Statistical Package for Social Science (SPSS) software.

To provide a clear image of the data, descriptive statistical results will be provided as tables, frequency distributions, and percentages. In order to accomplish this, statistics are also used, which include the mean and standard deviation estimated for each variable in this study. Using Pearson's correlation coefficient, it will be determined whether there is a connection between respondents' motivation and work performance.

3.6.1 Descriptive Analysis Techniques

Descriptive statistics have been used to measure the frequency and percentage of demographic characteristics in this survey study. Unbiased t-test: To decide the effect of a specific demographic variable on motivation, an unbiased sample t-test was utilised. The descriptive approach was chosen for this study in order to learn more about the characteristics of the respondents and to pinpoint mediating factors. The questionnaire's questions are addressed using the evaluation of this study.

3.6.2 Scale Measurement

3.6.2.1 Pilot Test

A researcher may perform a pilot test to develop skill and readiness for an upcoming, real assessment. It can be thought of as a scaled-down version of a larger-scale test. This

enables the researcher to identify any possible ambiguity or prejudice. To ensure the questionnaire's validity and reliability, a pilot study should begin after it is created. It could be necessary to do an initial analysis before validating research tools, such as novel data collection procedures. Additionally, experimentation can be used to evaluate the validity of a prototype or hypothesis. After using SPSS to evaluate the data produced from the preliminary trials, it may be possible to exclude or modify questions that have been deemed irrelevant to the research.

3.6.2.2 Validity

According to Healy and Perry (2000), the validity of the research indicates if it is genuinely measuring what it set out to measure or how accurate its findings are. It calculates the degree to which a particular variable or construct in the study accurately captures the data gathered for the investigation (Mugenda, 2008). In order to guarantee that the questionnaire covers all the variables examined and to exclude the possibility of content validity, the questionnaire will be distributed to be tested. By obtaining the research variables from already-existing theoretical frameworks, this study is to make sure that construct validity was minimised.

The study used reliable theoretical models and conducted an acceptable review of related literature. The data gathering instrument will also be put through a pilot study to be pre-tested before the main survey. It is advisable to establish that the instrument has been pre-tested before to final administration in any research as a point of validity and reliability. During the pilot study, the researcher will be able to evaluate the questionnaire's clarity, and any redundant or poorly understood items will be eliminated or changed to enhance the quality and validity of the research instrument.

3.6.2.3 Reliability

Healy and Perry (2000) defined dependability as the extent to which findings are stable over time and accurately represent the entire population under study. The internal consistency and reliability will be evaluated using Cronbach's Alpha. Cronbach's Alpha, a measure of dependability, reveals how strongly elements in a set have a positive relationship to one another. An internal consistency and dependability value of 1 is greater and acceptable between 0.7 and 0.9. It evaluates how closely test items are related to one another.

According to Cooper and Schindler (2006), the reliability test is used to ensure the measurement's accuracy, precision, and consistency throughout time and among different components. Make sure the list of questions is error-free and enables the achievement of coherent findings before starting the actual questionnaire procedures. Each independent variable and dependent variable are guaranteed to be accurate using the Cronbach's Alpha model as a benchmark. It was also used to evaluate the validity of the survey. A reliability study was carried out for the questionnaire's Section B.

The Cronbach's Alpha reliability coefficients range from 0.9 (excellent reliability) to less than 0.6 (poor reliability), with 0.8 being very good, 0.7 being decent, and more than 0.7 being good. With the participation of 100 respondents, the pilot test was carried out in Johor Bahru South Police District. The Cronbach's alpha, which measures internal consistency and reliability, is calculated using the formula below:

$$\alpha = \frac{N * \bar{c}}{\bar{v} + (N - 1) * \bar{c}}$$

Where: K is the number of test items

v- bar is the average variance, and

c- bar is the average of all covariance between the components across the current sample.

Alpha Coefficient Range	Strength of Association
<0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Table 1 : Cronbach Alpha Range

Source: Hair et.al (2003); *Essential of Business Research Method*

3.6.2.4 Frequency Analysis

The frequency analysis illustrates the frequency at which each specific variable occurs. Researchers can summarise the information that was provided more easily when the statistical table includes the mode, median, and mean of the findings from the surveys. In addition to other forms of data, the frequency table includes rows for percentage (%), numerical value, percentage corrected for missing values, and cumulative percentage. Because

it can be used to summarise the data and present it in pie charts and bar graphs, it also helps academicians to understand the data better.

3.6.2.5 Measurement Scale

The nominal, ordinal, and interval or Likert scales were the bases for the measuring scales used in the survey question for this study.

3.6.3 Inferential Analysis Techniques

Inferential statistics can be used to draw a conclusion or inference from data. Statisticians use probability and data from a sample to draw conclusions (inferences) about a population or the likelihood that a result might have been achieved by chance.

3.6.3.1 Pearson Correlation Coefficient

According to Gogtay (2017), correlation analysis is the study of the relationship between two (or more) quantitative variables. The key idea of this approach is that the quantitative variables are connected in a simple (linear) way. It assesses the "strength" or "extent" of a link between variables as well as their direction, much like the relationship measures for binary variables. The result of a correlation analysis is a correlation coefficient, which has a value between -1 and 1.

A correlation coefficient of +1 indicates the exact existence of a perfect positive [linear] relationship between the two variables. Meanwhile, a correlation coefficient of -1 is the exact existence of a perfect negative [linear] relationship between the two variables. A 0 (zero) correlation coefficient indicates the absence of any linear relationship at all between the two variables studied. It will draw attention to the direction, strength, and relevance of the relationship between the independent and dependent variables. The value may be given a positive or negative value. Depending on how the independent and dependent variables are related. The value additionally illustrates how strongly the independent variable has an impact on the dependent variable.

The Pearson correlation coefficient is a value that falls between -1 and +1. Both independent and dependent variables can have their intensity and direction monitored. The figure represents the degree of the correlation. The correlation coefficient will either be -1 or

+1 if the relationship is perfectly linearly negative or positive. The sign + or - indicates the direction of the connection. If the correlation coefficient is positive (+), both variables' values increase as one variable's value rises. A negative (-) correlation coefficient, on the other hand, shows that values for the second variable typically decrease when the first variable's value increases.

Coefficient Range	Strength
+/-0.91 to +/-1.00	Very Strong
+/-0.71 to +/-0.90	High
+/-0.41 to +/-0.70	Moderate
+/-0.20 to +/-0.40	Small, but definite relationship
0.00 to +/-0.20	Slight, almost negligible

Table 2 : Pearson Correlation Coefficient

Source: Hair, Money, Samouel, Page (2007). Research methods for business. Chichester, West Sussex: John Wiley & Sons, Inc.

3.6.3.2 Multiple Regressions

The variance between each of the independent variables and the dependent variable is explained by use of multiple regressions. The dependent variable in this study is job performance, while the independent factors include compensation and benefits, employee engagement, working environment, and management. One dependent variable is predicted by the same equation that contains all independent variables. The correlation coefficient for each variable is then determined. It can be used to explain the relationship between independent and dependent variables. These coefficients are often used to assess the impact of independent factors.

3.7 Ethical Consideration

Numerous obstacles must be overcome because this research explores the department's organisational practises, including those of the study participants. These factors must be taken into account in order to safeguard the confidentiality and privacy of the participants. These challenges were identified before the research process began in order to prevent any problems in the future. Among the crucial criteria that were taken into account were consent, confidentiality, and data protection.

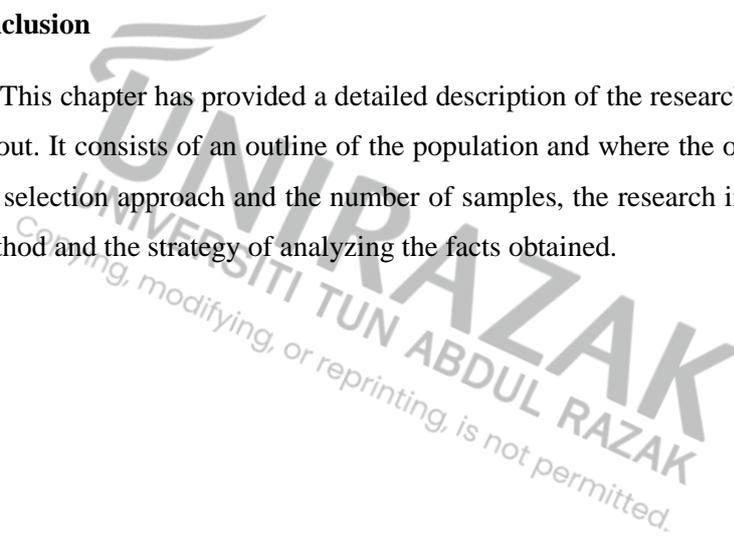
3.8 Contribution of Study

The RMP organisation will have access to a variety of information after this study is done. Understanding the elements that affect police personnel's motivation at work will increase both knowledge and research in the field. In order to increase police personnel motivation, the quantity and quality of services provided by the the Johor Bahru South Police District, the RMP organisation can use this study as a guide.

By removing unnecessary elements that did not increase employee job performance, the organization can improve their management. As a result, this study helps the organization to identify and effectively address the problems that have an impact on employee job performance. To test it out prior to the main survey, the data collection tool will also be the focus of a pilot study to test the data validity.

3.9 Conclusion

This chapter has provided a detailed description of the research method that has been carried out. It consists of an outline of the population and where the observations are carried out, the selection approach and the number of samples, the research instrument, the variable size method and the strategy of analyzing the facts obtained.



CHAPTER 4

RESULTS AND DISCUSSIONS

4.0 Introduction

The Statistical Package for Social Science Version 28.0 (SPSS 28.0) was used to analyse the findings of an evaluation including 330 sets of questionnaires in this section. Using SPSS software, the data acquired from Royal Malaysia Police personnel in the Johor Bahru South Police District was statistically analysed. Following this procedure, the outcomes will be evaluated in accordance with the hypothesis described in Chapter 1. The descriptive analysis, scale measurement, inferential analysis, and closing remarks will be divided into different groups in this section. This section underwent a thorough analytical assessment, scrutinising a number of variables, including but not limited to age, gender, marital status, level of education, working status, income classification and income range. A reliability test that examines the relevance of the statements made about each survey variable is a component of the scale measurement evaluation. The Royal Malaysia Police department's personnel' work performance is evaluated in the context of inferential analysis using the Pearson Correlation Coefficient to examine the relationship between four different independent variables.

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Profile

4.1.1.1 Respondent's Age

		Age (Years Old)			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26 - 35	163	49.4	49.4	49.4
	36 - 45	64	19.4	19.4	68.8
	46 - 55	24	7.3	7.3	76.1
	56 - 60	12	3.6	3.6	79.7
	Less than 25	67	20.3	20.3	100.0
Total		330	100.0	100.0	

Table 3: Respondent's Age

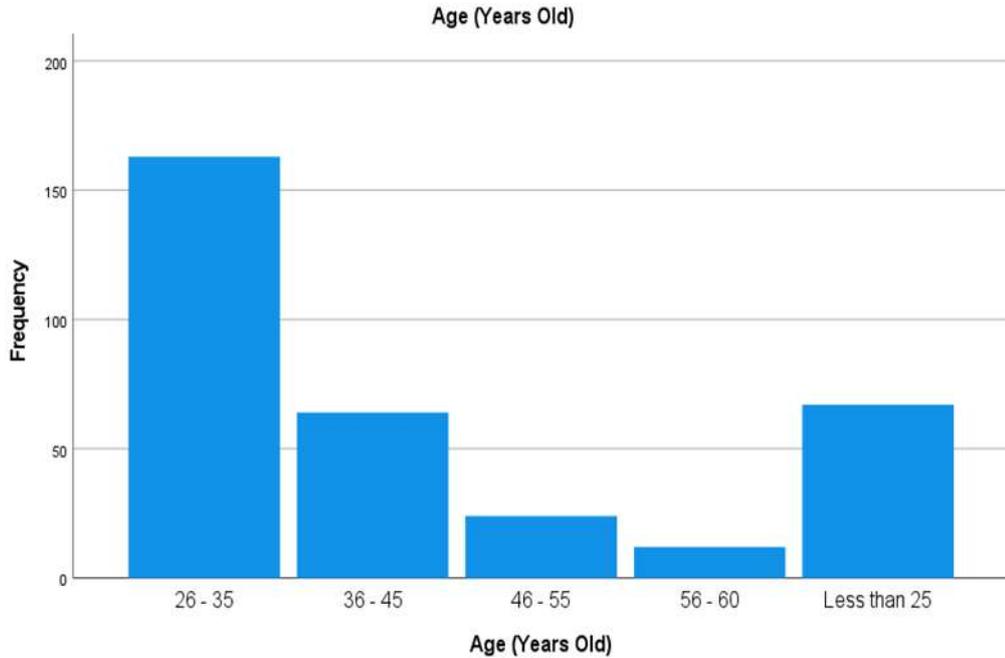


Figure 3: Respondent's Age

Table 3 and Figure 3 show the age range of the respondents. According to the data, the age group with the highest percentage of participation was between 26-35 years old, with 163 participants representing 49.4% of respondents. Those under the age of 25 were the second-largest category, with 67 responders making up 20.3% of the total, followed by those aged 36-45, with 64 participants making up 19.4% of the total. Meanwhile, the two lowest age range is, 46 - 55 years with 24 (7.3%) and finally, 56 - 60 years with 12 (3.6%).

4.1.1.2 Respondent's Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	140	42.4	42.4	42.4
	Male	190	57.6	57.6	100.0
	Total	330	100.0	100.0	

Table 4: Gender Distribution of Respondents

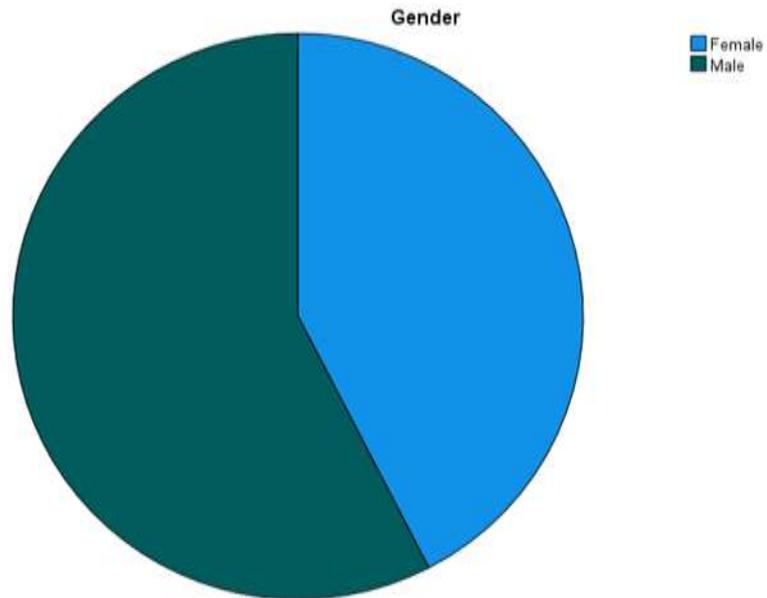


Figure 4: Gender Distribution of Respondents

The gender distribution of the respondents is depicted through Table 4 and Figure 4. According to the presented table, 42.4% of the respondents were female, totaling to 140 individuals. At the same time, the male participants make up a majority of 57.6%, totaling to 190.

4.1.1.3 Respondent's Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	153	46.4	46.4	46.4
	Single	177	53.6	53.6	100.0
	Total	330	100.0	100.0	

Table 5: Marital Status of Respondents

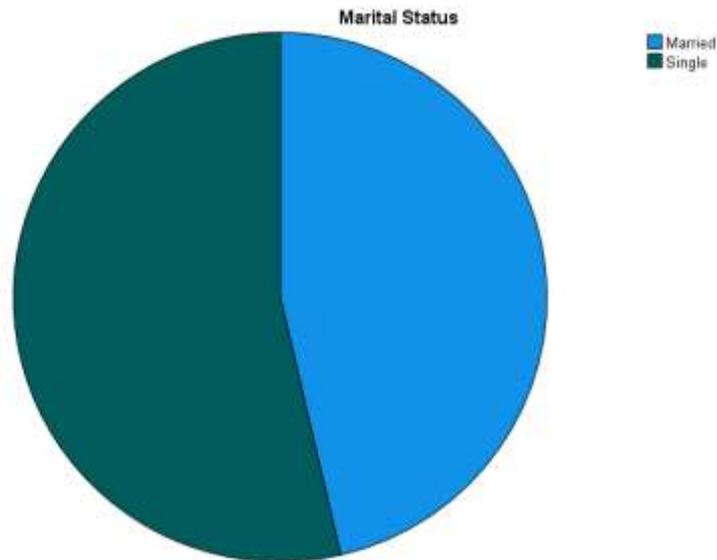


Figure 5: Marital Status of Respondents

The marital status distribution among the sample individuals is depicted in Table 5 and Figure 5. According to the table above, the majority of the respondents, 177 people (53.6%), were single. Meanwhile, 153 people were reported to have married out of the total responses, making up 46.4% of the sample population.

4.1.1.4 Respondent's Education Level

		Education			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Higher Education	43	13.0	13.0	13.0
	Higher Secondary	232	70.3	70.3	83.3
	Lower Secondary	12	3.6	3.6	87.0
	Post Secondary	5	1.5	1.5	88.5
	Technical Institute	38	11.5	11.5	100.0
Total		330	100.0	100.0	

Table 6: Education Levels of Respondents

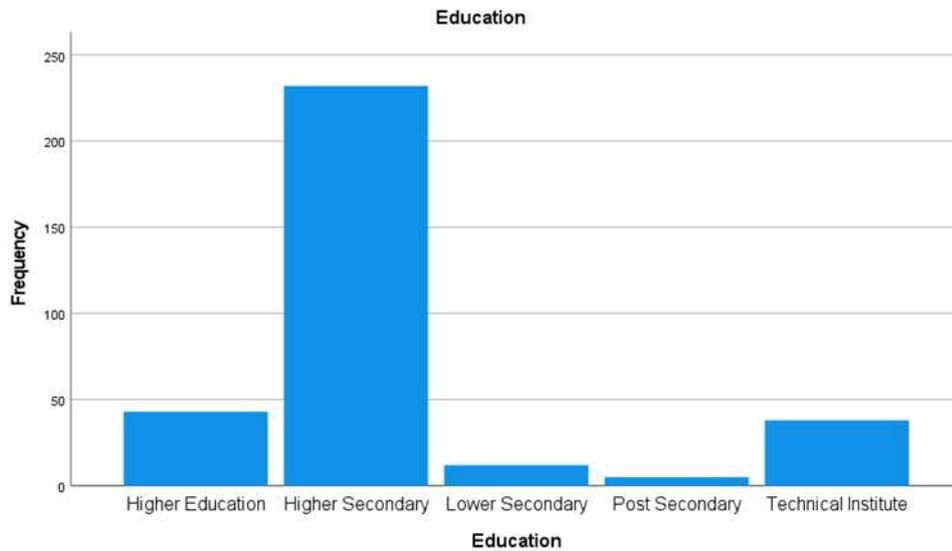


Figure 6: Education levels of Respondents

The education backgrounds of the respondents, who are a part of the Royal Malaysia Police in the Johor Bahru South Police District, are shown in Table 6 and Figure 6. According to the above data, 232 respondents (70.3%) with a higher secondary education made up the largest percentage of respondents. Higher Education is in second place with 43 responses (13.0%). Meanwhile, graduates of the Technical Institute, had 38 responders with a participation rate of 11.5%. Lower Secondary, with 12 respondents (3.6%), and Post-Secondary, with 5 respondents (1.5%), are the two respondents' education background categories with the lowest percentages.

4.1.1.5 Respondent's Working Status/Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior Police Officer	259	78.5	78.5	78.5
	Senior Police Officer	71	21.5	21.5	100.0
	Total	330	100.0	100.0	

Table 7: Working Status of Respondents

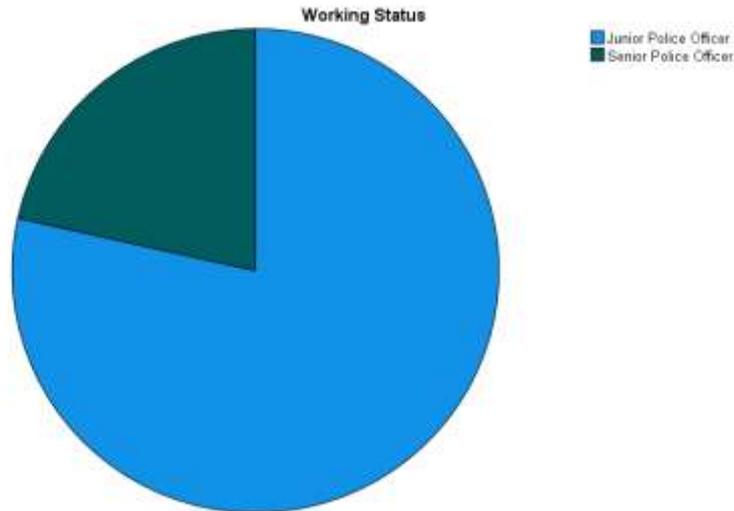


Figure 7: Working Status of Respondents

The working positions of the respondents of the Royal Malaysia Police in the Johor Bahru South Police District are shown in Table 7 and Figure 7. With 259 responders, Junior Police Officer had the highest participation rate (78.5%) according to the table above. Senior Police Officer received the lowest number of responses (21.5%), making up 71 participants.

4.1.1.6 Respondent's Income Classification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower Middle Class	287	87.0	87.0	87.0
	Upper Middle Class	43	13.0	13.0	100.0
	Total	330	100.0	100.0	

Table 8: Respondents Income Classification

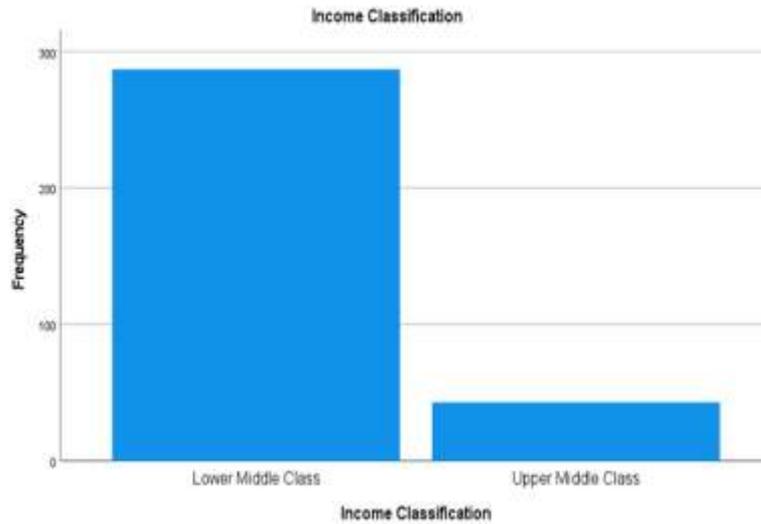


Figure 8: Respondents Income Classification

The income distribution of the Royal Malaysia Police personnel in the Johor Bahru South Police District is shown in Table 8 and Figure 8. According to the table above, Lower middle-class respondents made up the largest number of respondents (287, or 87.0%). Upper middle-class is the lowest income classification, with only 43 respondents (13.0%).

4.1.1.7 Respondent's Range of Income in Ringgit Malaysia (RM)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2,001 - 3,000	154	46.7	46.7	46.7
	3,001 - 4,000	94	28.5	28.5	75.2
	4,001 - 5,000	58	17.6	17.6	92.7
	5,001 - 6,000	12	3.6	3.6	96.4
	More than 6,000	12	3.6	3.6	100.0
Total		330	100.0	100.0	

Table 9: Respondents Range of Income (Ringgit Malaysia)

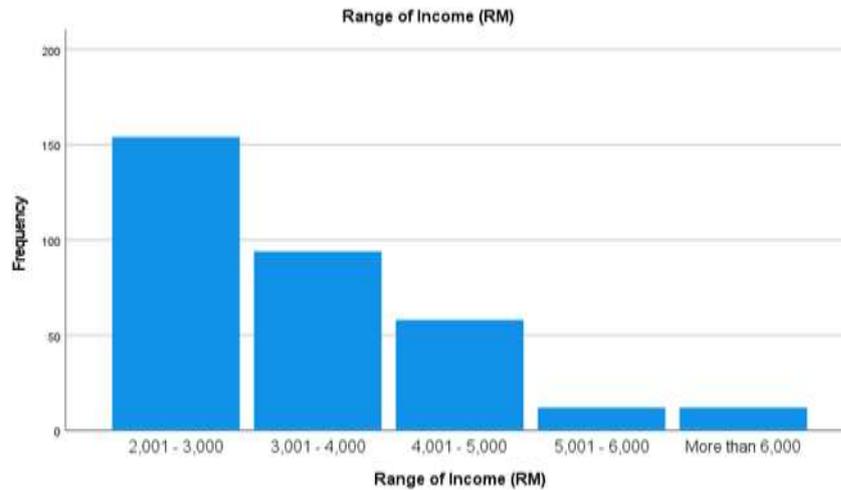


Figure 9: Respondents Range of Income (Ringgit Malaysia)

Table 9 and Figure 9 portray the range of income in Ringgit Malaysia (RM) of Royal Malaysia Police personnel in Johor Bahru South Police District. Based on the table above, the highest percentage of respondent's range of income was RM2,001 - RM3,000 (46.7%) with 154 respondents. Next, are RM3,001 - RM4,000 with 94 respondents (28.5%). Meanwhile, respondents with range of income RM4,001 - RM5,000 showed (17.6%) participation with 58 respondents. The lowest category of range of income were, RM5,001 - RM6,000 and more than RM6,000 with (3.6%) and 12 respondents each.

4.1.2 Central Tendencies Measurement of Constructs

	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
Compensation and Benefits	330	34.00	42.00	76.00	17170.00	52.0303	5.56413	30.960
Employee Engagement	330	23.00	27.00	50.00	13392.00	40.5818	4.92321	24.238
Working Environment	330	13.00	13.00	26.00	6046.00	18.3212	2.32729	5.416
Supervision	330	22.00	32.00	54.00	13413.00	40.6455	4.42551	19.585
Job Performance	330	23.00	48.00	71.00	19220.00	58.2424	6.40683	41.047
Valid N (listwise)	330							

Table 10: Statistics Results

Based on Table 10 above, the mean and standard deviation for each of the predictor variables are as follows: Compensation and Benefits ($\mu=52.0$, $sd=5.56$), Employee Engagement ($\mu=40.5$, $sd=4.92$), Working Environment ($\mu=18.3$, $sd=2.32$), Supervision ($\mu=40.6$, $sd=4.42$). Besides that, the criterion variable (Job Performance) demonstrates a mean of 58.2 and a standard deviation of 6.40.

4.2 Scale Measurement

The reliability analysis is to test the quality of the data in the questionnaire. The reliability of the scale examined the internal consistency by calculating the Cronbach's Alpha.

Independent variables	Cronbach Alpha (Actual Study)	N of items
Compensation and Benefits	.758	16
Employee Engagement	.867	10
Working Environment	.711	6
Supervision	.721	12

Table 11: Reliability Test for Each Independent Variable

Table 11 displayed the reliability test results for the dependent variable (job performance) and the four independent variables (compensation and benefits, employee engagement, working environment, and supervision). Compensation and benefits, work environment, and supervision all shown excellent reliability in the actual study results, with scores of higher than 0.7 being regarded as highly reliable. Employee engagement, however, demonstrated the highest reliability with 0.867.

4.3 Inferential Analysis

In this study, reliability analysis was conducted using multiple regression and the Pearson Correlation Coefficient.

4.3.1 Hypothesis 1: Testing relationship between compensation and benefits and job performance in Royal Malaysia Police personnel by using Pearson Correlations Coefficient.

H10: There is no significant relationship between compensation with the police personnel motivation and work performance.

H11: There is a significant relationship between compensation with the police personnel motivation and work performance.

Correlations

		Compensation and Benefits	Job Performance
Compensation and Benefits	Pearson Correlation	1	.562**
	Sig. (2-tailed)		<.001
	N	330	330
Job Performance	Pearson Correlation	.562**	1
	Sig. (2-tailed)	<.001	
	N	330	330

**. Correlation is significant at the 0.01 level (2-tailed).

Table 12: Correlations between Compensation and Benefits and Job Performance

The p-value obtained from the correlation coefficient test is 0.001, which is less than the significance level of 0.01. This demonstrates the importance of the relationship between compensation and benefits and job performance for the Royal Malaysia Police personnel. H11 is the accepted hypothesis while H10 is rejected. This correlation coefficient has a value of 0.562. This demonstrates that there is a moderate relationship between compensation and benefits with job performance for Royal Malaysia Police personnel.

According to the findings, job performance and compensation and benefits are positively correlated with Royal Malaysia Police employees. Therefore, job performance is high when perceived compensation and benefits are high.

4.3.2 Hypothesis 2: Testing relationship between employee engagement and job performance in Royal Malaysia Police personnel by using Pearson Correlations Coefficient.

H20: There is no significant relationship between employee engagement with the police personnel motivation and work performance.

H21: There is a significant relationship between employee engagement with the police personnel motivation and work performance.

Correlations

		Employee Engagement	Job Performance
Employee Engagement	Pearson Correlation	1	.472**
	Sig. (2-tailed)		.002
	N	330	330
Job Performance	Pearson Correlation	.472**	1
	Sig. (2-tailed)	.002	
	N	330	330

**. Correlation is significant at the 0.01 level (2-tailed).

Table 13: Correlations between Employee Engagement and Job Performance

The p-value for the correlation coefficient test in Table 13 is 0.002, which is significant at the level of 0.01. This demonstrates the importance of the relationship between employee engagement and job performance in the Royal Malaysia Police. H20 is rejected, however H21 is accepted. This correlation coefficient has a value of 0.472. This demonstrates that there is a moderate relationship between job performance and employee engagement among Royal Malaysia Police personnel.

According to the findings, Royal Malaysia Police personnel's job performance and employee engagement are positively correlated. Therefore, job performance is high when perceived employee engagement is high.

4.3.3 Hypothesis 3: Testing relationship between working environment and job performance in Royal Malaysia Police personnel by using Pearson Correlations Coefficient.

H30: There is no significant relationship between the work environment and the police personnel motivation and work performance.

H31: There is a significant relationship between the work environment and the police personnel motivation and work performance.

Correlations

		Working Environment	Job Performance
Working Environment	Pearson Correlation	1	.540*
	Sig. (2-tailed)		.030
	N	330	330
Job Performance	Pearson Correlation	.540*	1
	Sig. (2-tailed)	.030	
	N	330	330

*. Correlation is significant at the 0.05 level (2-tailed).

Table 14: Correlations between Working Environment and Job Performance

The p-value obtained from the correlation coefficient test is 0.030, which is significant at the level of 0.05. This indicates that there is a significant link between the working environment and job performance for Royal Malaysia Police personnel. H31 is considered to be true whereas H30 is rejected. This correlation coefficient's value of 0.540 is between the range of ± 0.41 to ± 0.70 . This demonstrates that there is moderate correlation between work environment and job performance for Royal Malaysia Police officers.

According to the findings, the Royal Malaysia Police personnel' job performance and working environment are positively correlated. Therefore, job performance is high when the working environment is highly perceived.

4.3.4 Hypothesis 4: Testing relationship between supervision and job performance in Royal Malaysia Police personnel by using Pearson Correlations Coefficient.

H40: There is no significant relationship between supervision with the police personnel motivation and work performance.

H41: There is a significant relationship between supervision with the police personnel motivation and work performance.

Correlations

		Supervision	Job Performance
Supervision	Pearson Correlation	1	.487**
	Sig. (2-tailed)		<.001
	N	330	330
Job Performance	Pearson Correlation	.487**	1
	Sig. (2-tailed)	<.001	
	N	330	330

**. Correlation is significant at the 0.01 level (2-tailed).

Table 15: Correlations between Supervision and Job Performance

The p-value obtained from the correlation coefficient test is 0.001, which is significant at the level of 0.01. This indicates that there is a significant link between supervision and job performance. H41 is the accepted hypothesis while H40 is rejected. The value of this correlation coefficient, which ranges from ± 0.41 to ± 0.70 , is 0.487. This demonstrates that there is a moderate correlation between supervision and job performance. According to the findings, work performance and supervision have a positive connection. Therefore, job performance is high when perceived supervision is high.

4.4 Multiple Regression Analysis

In this study, the relationship between the dependent variable (job performance) and the four independent variables (compensation and benefits, employee engagement, working environment and supervision) is explained using multiple regression analysis.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450 ^a	.202	.193	5.75691

a. Predictors: (Constant), Supervision, Working Environment, Employee Engagement, Compensation and Benefits

Table 16: Multiple Regression on Independent Variable and Dependent Variable (Model Summary)

The R value for this study is 0.450 and can be found in Table 16. The research construct in this study has a R square value of 0.202%, as seen in the above figure, explaining work motivation. In other words, this study did not take into account other elements that are essential for describing what element or variables can affect job performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.612	.785		8.921	<.001
	Compensation and Benefits	.051	.164	.051	-.556	<.001
	Employee Engagement	.525	.071	.473	5.141	.002
	Working Environment	.863	.061	.083	-1.281	.001
	Supervision	.430	.078	.397	5.483	<.001

a. Dependent Variable: Job Performance

Table 17: Multiple Regression on Independent Variable and Dependent Variable (Coefficient)

As shown in Table 17, there is significant correlation between job performance (the dependent variable) and the independent variables of compensation and benefits, employee engagement, working environment, and supervision. This is due to the fact that the p-values for all the independent variables are all 0.000, which is less than the alpha value of 0.05.

The Multiple Linear Regression Equation:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where;

Y= Predicted linear relationship of job performance (Dependent variable)

a= Constant Value

β = Un-standardized Coefficients

X= Dimensions contribute to motivational factors (Independent variables)

$$[\text{Job Performance} = 5.612 + 0.051 (\text{Compensation and Benefits}) + 0.525 (\text{Employee Engagement}) + 0.863 (\text{Working Environment}) + 0.430 (\text{Supervision}).$$

The result shows that an increase of one unit in job performance will lead to an increase of 0.051 (compensation and benefits), 0.525 (employee engagement), 0.863 (working environment) and 0.430 (supervision).

The table also shows that employee engagement contributes the highest to the variation of the dependent variable (job performance) because its Beta value (under standardized coefficient) is the largest (β 0.473, $p = 0.002$). This means that employee engagement makes the strongest unique contribution to explain the variation in dependent variable (job performance). Second is supervision because its Beta value is second largest (β 0.397, $p = <0.001$). Third is, working environment (β 0.083, $p = 0.001$). Compensation and benefits have the lowest contribution because its Beta value is the smallest (β 0.051, $p = <0.001$).

4.5 Summary of Hypothesis Testing

The table below shows the summary of hypothesis testing for this research. As per listed, H10 is not supported while H11 is supported with coefficient value of 0.562. Meanwhile H20 is rejected. H21 is supported with the coefficient value of 0.472. As shown in the table H30 is also rejected because statement in H31 shows 0.540 coefficient value and was supported in this research. This research also found that H40 is rejected while H41 is supported with 0.487 coefficient value.

Hypotheses	Results	Supported or Not Supported
H10: There is no significant relationship between compensation with the police personnel motivation and work performance.		Not Supported
H11: There is a significant relationship between compensation with the police personnel motivation and work performance.	.562	Supported
H20: There is no significant relationship between employee engagement with the police personnel motivation and work performance.		Not Supported
H21: There is a significant relationship between employee engagement with the police personnel motivation and work performance	.472	Supported
H30: There is no significant relationship between the work environment and the police personnel motivation and work performance.		Not Supported
H31: There is a significant relationship between the work environment and the police personnel motivation and work performance.	.540	Supported
H40: There is no significant relationship between supervision with the police personnel motivation and work performance.		Not Supported
H41: There is a significant relationship between supervision with the police personnel motivation and work performance.	.487	Supported

Table 18: Summary of Hypothesis Testing

4.6 Conclusion

In this section, the utilization of SPSS Version 28.0 software was employed for assessing the gathered data through questionnaires of the participants, with the aim of obtaining a statistical demographic outcome via the analysis of descriptive frequencies. Multiple regression analysis was employed to assess the relationship between the independent and dependent variables. The subsequent chapter will deliberate upon the conclusions and propositions derived from the outcomes presented in this chapter.



CHAPTER 5

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

This research study's main objective is to examine the relationship between the dependent variable (job performance) and the independent variables (compensation and benefits, employee engagement, work environment, and supervision) among Royal Malaysia Police personnel in the Johor Bahru South Police District. This section will list each study result. The statistical analysis reported in the previous section will be summarised first. The study's main findings and implications will then be examined in detail. Following a discussion of a several limitations, suggestions for additional research will be made. Finally, a general conclusion for the entire study endeavour and its conclusion will be provided.

5.1 Summary of Statistical Analyses

5.1.1 Descriptive Analysis

The demographic analysis in Chapter 4 was performed to illustrate the characteristics of the respondents. Based on demographics, the sample of respondents consisted of 330 respondents, or (100%) of the total. The majority of respondents (49.4%) were between the ages of 26 and 35, making up 163 of the total. The percentage of respondents who were between the ages of 56 to 60 was the lowest, at just 12 (3.6%). Meanwhile, the education level data showed the highest percentage of respondents with Higher Secondary category is (70.3%) which is 232 respondents. Post-Secondary category had the lowest respondents which only consists of 5 respondents with (1.5%).

According to the respondents' marital status, 177 (53.6%) were single. 153 (46.4%) of the respondents were already married. Also, with 330 respondents, the majority of 259 respondents (78.5%) work as Junior Police Officers. Senior Police Officer received the least number of responses (21.5%), with only 71 participating. According to the results, Lower Middle-class respondents made the highest percentage of respondents (87.0%), with 287 respondents. With 43 responders (14.0%), the Upper Middle-class has the lowest income classification. Finally, out of 154 respondents, the income range with the highest percentage of respondents was RM2,001-3,000 (46.7%). The two income ranges categorize with the lowest percentages (3.6%) of respondents (12 respondent each) were RM5,001 - RM6,000 and More than RM6,000.

5.1.2 Inferential Analyses

5.1.2.1 Summary of Scale Measurements

Cronbach's Alpha is used in this study to examine the internal reliability of the five constructs. The independent variables and dependent variable in this study were the five constructs. The alpha coefficient for employee engagement is the highest, at (0.867). It is followed by supervision (0.721) and compensation and benefits (0.758). Finally, (0.711) for the working environment.

5.1.2.2 Pearson Correlation

The four independent variables in this study are used to analyse their relationship to work performance using Pearson correlation analysis, following the internal analysis.

The correlation between all four variables with job performance are; compensation and benefits is $r = 0.562$, $p = <0.001$; employee engagement is $r = 0.472$, $p = 0.002$; working environment is $r = 0.540$, $p = 0.030$; and supervision is $r = 0.487$, $p = <0.001$ according to the pearson correlation analysis in Chapter 4. Overall, the data demonstrate that all four variables are positively correlated with job performance.

5.1.2.3 Multiple Regression Analysis

According to Table 17, the relationship between employee engagement and job performance is the strongest, with a beta coefficient of ($\beta 0.473$, $p = 0.002$). Second is supervision because its Beta value is second largest based on findings in the Table 17 ($\beta 0.397$, $p = <0.001$). Third is, working environment ($\beta 0.083$, $p = 0.001$). Compensation and benefits have the lowest contribution because its Beta value is the smallest ($\beta 0.051$, $p = <0.001$). Only employee engagement and supervision were found to be reliable predictors of Royal Malaysia Police personnel work performance.

The regression of the four independent variables; compensation and benefits, employee engagement, working environment, and supervision with the dependent variable, job performance is $\beta = 0.450$, $p = <0.001$. The regression line may considerably explain 45.0% of the overall variances in the performance of Royal Malaysia Police personnel. Also, the coefficient of determination (R^2) is 0.202, meaning that compensation and benefits, employee engagement, working environment, and supervision significantly account for 20.2% of the

variability in work motivation. Other variables account for 79.8% of the variation in work motivation, which shows that there are many antecedents that may affect job performance.

5.2 Discussions of Major Findings

5.2.1 Discussion on Pearson's Correlation Coefficient

5.2.1.1 Compensation and Benefits

The results show a strong correlation between compensation and benefits with Royal Malaysia Police personnel job performance. While H10 has not been accepted, the H11 hypothesis was accepted. This finding shows that among the personnel of Royal Malaysia Police, compensation and benefits are moderately correlated with job performance. According to the findings, there is a positive correlation between Royal Malaysia Police personnel' job performance with compensation and benefits. Thus, job performance among Royal Malaysia Police personnel is high when perceived compensation and benefits are high.

5.2.1.2 Employee Engagement

Based on the findings and shown in Table 13 of Chapter 4, the Pearson's Correlation Coefficient is 0.472, which is less than the significance level of 0.002. This suggests that among the personnel of the Royal Malaysia Police, there is a strong correlation between job performance with employee engagement. The H21 hypothesis was accepted, but the H20 hypothesis was not. According to the correlation coefficient value of ($r = 0.472$, $p = 0.002$), there is a moderate relationship between employee engagement and job performance among personnel of the Royal Malaysia Police. The data also show a positive correlation between employee engagement with Royal Malaysia Police personnel job performance. Therefore, when perceived employee engagement is high, job performance of Royal Malaysia Police personnel is high.

5.2.1.3 Working Environment

The Pearson Correlation Coefficient of work environment is ($r = 0.540$, $p = 0.030$) based on the results in Table 14 in Chapter 4. The working environment have significant effects on Royal Malaysia Police personnel in terms of job performance. Work environment and job performance are positively correlated, based on the data that showed the positive

correlation coefficient between the two variables. Consequently, high working environments result in high job performance. The findings show a significant relationship between the working environment and job performance. This shows that Royal Malaysia Police personnel are concerned about their working environment in order to effectively carry out their duties for the organization. As a result, H31 is approved and H30 is rejected.

5.2.1.4 Supervision

The Pearson Correlation Coefficient, which is based on the results in Table 15 in Chapter 4, is 0.487. The positive correlation coefficient indicates a good relationship between supervision and work performance. This correlation coefficient's value, which is 0.48, falls within the range of ± 0.41 to ± 0.70 . Therefore, when supervision is high, job performance is high. Using Pearson correlation coefficient analysis, the researcher in this study was able to show that there is a significant relationship between supervision and job performance.

5.2.2 Discussion on The Multiple Regression Table.

5.2.2.1 Employee Engagement

Employee engagement had the highest beta value among the four variables, according to the multiple regression table. Most businesses, public or private, have struggled to plan for modernization, both nationally and globally. Employees at all levels throughout the organization should be fully committed to implementing the various initiatives. Thus, an organization's leadership style, superiors' communication methods, and employee involvement are the most important variables for its success in increasing and improving its productivity (Abas, 2018).

Employee engagement in their professions is a show of commitment or responsibility to uphold their obligations and give their work their undivided attention. Excellent employees are able to communicate their knowledge and keep emotional control while completing each task in addition to being physically involved in their work. Employee engagement has been extensively researched within the context of positive organisational psychology. A favourable relationship was discovered with various beneficial outcomes, including enhanced performance, stronger organisational commitment, higher levels of well-being, and less desire to quit (Li et al., 2019). This shows how driven people can affect organisational culture and individual work performance, like absenteeism.

5.2.2.2 Supervision

The multiple regression table shows that job performance was influenced by supervision. The supervisor's capacity to offer advice on tasks linked to the job, as well as emotional and technical assistance, is indicative of this role. Supervisors can provide awareness, training, and other resources to manage workflows that improve employee performance (Park et al., 2018). Employees are motivated to do things outside their job description and feel at home within the organization through peer relationships and peer support. The complex and frequently misunderstood role of supervision can have a range of negative repercussions on employee productivity. While in some circumstances it can hinder staff productivity, supervision can also help improve results. In the workplace, a lack of supervision can result in the loss of opportunities and resources. An organisation can continually raise the performance of their team by using the proper supervisory intervention in the workplace.

In addition to work discipline, supervision is also important to make sure that every task is carried out in accordance with the rules for boosting work productivity. Managers are involved in supervision when they strive to perform tasks in accordance with the stated plan or anticipated outcome. As a result, it is essential for a manager to try to boost staff productivity so that the company may grow while continuing to be profitable. Apart from that, employee behaviours, expertise, and motivation are all enhanced by supervisor support (Chen and Wu, 2020). The employee's performance both within and outside of the office is influenced by the supervisor's mentoring, and the employee's withdrawal behaviours are decreased (Zeb et al., 2022).

5.2.2.3 Working Environment

Among the four independent variables, the working environment had a negative beta value. The correlation coefficient's findings indicate that there is no conclusive link between Royal Malaysia Police personnel's performance and work environment. As a result, this explains why the Johor Bahru South Police District's must give their work environment more attention if they want to improve the performance of its personnel. Employees spend a lot of time at work, and the environment in which they work has an effect on how well they perform (Wang, Zhang, and Chun, 2022). Employees who enjoy their jobs are more likely to generate high-quality work.

Ali, Anbren, and Bashir (2018) define an "appealing climate" or "supportive atmosphere" as an environment that draws people and motivates them to work by offering them chances to succeed. A previous study indicated that the working environment is important and has a significant impact on employees in many different ways (Li, Bonn, and Ye, 2019). A positive work environment can raise the productivity level of the workers. To maintain employee performance, the organisation must upgrade the physical working environment.

5.2.2.4 Compensation and Benefits

Compensation and benefits had the least negative beta value of all the variables. These correlations show that there is no significant relationship between Royal Malaysia Police personnel performance with compensation and benefits. If an organisation wants to boost employee performance, this organization must develop and implement strategies for providing suitable compensation package. For instance, before adjusting a real wage system to the current wage structure, assess and analyse internal organisational and labour market policies.

Employee compensation and benefits have been a point of controversy for this study throughout the entire procedure. This is because, sometimes, employees receive unfair compensation due to management bias. Allowances are not determined by fair standards. Also, many employees are not aware of their compensation and benefits. Majority of employees think that compensation and benefits can only be measured in terms of money. Organizational management systems often only offer cash-based compensation and benefits, which causes them to have a narrow focus on issues related to employees compensation and benefits.

The level of compensation has a significant influence on employee performance. Compensation refers to all additional benefits that employees receive in exchange for the work they do (Anto, 2018). Employees will consciously leave an organisation if there is a poor degree of employee satisfaction. The economy and social dynamics of the organisation are negatively impacted by employee turnover. The organisation will become less profitable and less productive as a result of employee turnover.

5.3 Implication of the Study

5.3.1 Managerial Implication

The researcher was able to assemble the relevant information and provide the Johor Bahru South Police District with the necessary guidelines based on the study's findings. This will help them comprehend how employee motivation at work may impact the efficiency of the Royal Malaysia Police personnel. With that in mind, it's critical to find answers and approaches for dealing with and resolving this problem. High levels of employee engagement will increase job involvement and employee engagement, creating a motivated staff that will cooperate to meet the organization's goals. Strongly engaged employees will unquestionably increase an organization's success on both a financial and non-financial measure.

Employer culture, continued support of people-focused policies, appropriate rewards, and organisational success are the four main determinants of employee engagement at work. An organisation can communicate with its employees and provide them access to decision-making processes thanks to corporate culture. Organizations, notably management in the Johor Bahru South Police District, can increase employee motivation by ensuring proper job distribution with realistic time frames, promoting work-life balance, promoting personnel well-being, and implementing a pleasant workplace culture.

Support from supervisors has a key role in enhancing employee job performance. Supervisor job involves supervision, which involves keeping an eye on the tasks and commitments of the team members they are responsible for. It is a crucial job responsibility for managers across the board in the organisation. The results of the multiple regression table provide top management and others in positions of authority with important information about how supervision can be strategically used as a major working factor to enhance employee behaviours and outcomes. The supervisory procedure needs to be made visible in order to guarantee that the organisational and individual aims of the Johor Bahru South Police District are successfully attained. Employees can believe they are under good supervisory leadership if the supervisory procedure is transparent.

Besides, the importance of the workplace environment not only in Johor Bahru South Police District, other public sector but also in all other organisations and the private sector must be emphasize in order to maintain and enhance employee performance. Maintaining a happy work environment is the most practical way to reduce sick days, minimise attrition rates, and boost employee productivity and job performance. As a result, the management and leader

of the Johor Bahru South Police District must suggest beneficial practises and regulations that help to enhance the working environment.

The Johor Bahru South District Police must ought to offer the proper compensation to their personnel. By understanding the complex relationship between job performance and compensation and other benefits package, as well as how to enhance salary to better fulfil employee demands, is crucial. In order to recruit and keep their finest employees, management should provide compensation packages in a fair, reasonable, and impartial manner. One of the key factors persuading people to stay with the company is the compensation package.

Besides that, Johor Bahru South Police District must also be prepared to offer career promotion or the same salary to long-serving officers in order to draw in and keep talent. In private sector, is important to conduct thorough market research on a regular basis to find out what competitors are charging and change salaries accordingly. However, the salary scheme for government agencies or any government institution is according to the service scheme based on the role and function of the field.

5.4 Limitation of Study

During the research phase, there are several study limitations that prevented the researcher from moving the investigations further. To ensure the quality of the studies, the study restrictions will therefore be made clear. The information gathered and concentrated on one of the government institutions, namely Johor Bahru South Police District, further limits this study due to the lack of geographic coverage to find a wider spectrum of information.

The lack of adequate data is another one of this study's limitations. The researcher faces a variety of difficulties in locating data for the study topic that is connected to factors that affect how well employees perform at work in Malaysia. This results from the seldom earlier study on this subject. Because of this, Malaysia can only provide a limited amount of data, some of which the scientists may have already collected. The majority of the research used in this study was therefore sourced from foreign countries.

The third problem with this study is that the questionnaires the researcher used to acquire data might not have been responsive, and the findings might not have been reliable because the questionnaires were taken from studies pertaining to the subject of this investigation. Additionally, some participants might believe that the data violates their privacy, which could affect the findings since they might decide not to participate freely in the study.

Due to their hectic schedules, the majority of participants spend very little time filling out the questionnaires. Because of this problem, researchers are under pressure to gather more reliable research-related data.

5.5 Recommendation for Future Research

In this analysis, a number of limitations were found. This indicates that the findings might not be exact. In order to address this problem and avoid the limitations this study identified, certain suggestions have been made. These recommendations can be used by other researchers who want to conduct additional research in this area.

They should first increase the size of the study sample. This is because the results will be more accurate if the sample size is larger. In addition, a larger sample size will enable them to cover a wider area of interest in their research. The Johor Bahru South Police District was the sole focus of this study. Therefore, to improve the accuracy and reliability of the data collected, future studies should be conducted with all police stations within the Johor area, for example, combining all police stations in Johor in this study.

It is possible to conduct additional research on various variables to determine how they affect how well government employees perform at work. There are many aspects that affect an employee's commitment to their job; motivational factors that listed in this study are not just restricted to one or two. Employees of institutions or organisations might not believe that there are more variable elements that can enhance their effectiveness at work. To better comprehend an employee's level of job performance, qualitative research that can further our knowledge of the various aspects of job performance that have been identified and explored in the literature can be conducted.

The goal of this research project, which was to examine the relationship between motivational factors and Royal Malaysia Police personnel performance of the Johor Bahru South Police District, has been successfully accomplished. Yet, there are still a lot of factors outside those that were considered in these studies, such as job stress level, incentives and recognition, professional advancement, and others.

The relationship between other variables and employee's level of work performance in Johor Bahru South Police District can be further investigated. The most significant element affecting Royal Malaysia Police personnel in the Johor Bahru South Police District is employee engagement.

5.6 Conclusion

The elements influencing the work performance of police personnel in the Johor Bahru South Police District are listed at the beginning of this chapter. Respondent demographics including gender, age, marital status, level of education, type of job, and compensation package were also looked at to see if there were any disparities in work performance. Compensation and benefits, work environment, employee involvement, and supervision were all factors in motivating employees at work.

All the four independent variables were found to have a substantial impact on how well the police personnels in the Johor Bahru South Police District performed. Results showed that the police personnels in the Johor Bahru South Police District agreed with this statement.



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APPENDICES

 **UNIRAZAK**
UNIVERSITI TUN ABDUL RAZAK
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SECTION A: GENERAL INFORMATION OF THE RESPONDENTS

1. Select your Group of Age:

Less than 25 25 to 35 35 to 45 45 to 55 55 to 60

2. Gender
(*Jantina*)

Male Female

3. Marital status:
Status perkahwinan:

Single Married Divorced Widow/widower
Bujang Berkahwin Bercerai Janda/duda

4. Highest Level of Education:
(*Tahap pendidikan tertinggi*)

Primary school (primary 1 – 6)
Sekolah rendah (darjah 1 – 6)

Lower secondary (transition – form 3)
Menengah rendah (peralihan – tingkatan 3)

Higher secondary (form 4 – 5)
Menengah tinggi (tingkatan 4 – 5)

Post secondary (form 6, GCE A level, Matriculation)
Lepasan menengah (tingkatan 6, GCE A level, matrikulasi)

Technical institute
Institut teknikal

Higher education
Pendidikan tinggi

5. Current Working Status:
Status Pekerjaan terkini

Senior Police Officer Junior Police officer
Pegawai Kanan Polis Pegawai Rendah Polis

6. At the moment, you would consider your current income classified as:
Pada masa kini, anda mengklasifikasikan pendapatan anda sebagai:

Lower class Lower middle class Upper middle class
(Kelas rendah) Menengah rendah Menengah tinggi

Upper Class
(Kelas tinggi)

7. What is the range of your personal income?
Berapakah anggaran jumlah pendapatan anda:

RM 1,000 – RM 2,000
RM 2,001 – RM 3,000
RM 3,001 – RM 4,000
RM 4,001 – RM 5,000
RM 5,001 – RM 6,000
More than RM 6,000

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SECTION B: FACTORS INFLUENCE JOB MOTIVATION

GENERAL DIRECTIONS

Please indicate by circling in any of the columns provided, your degree of agreement/ disagreement with the statements listed below. The indicators are:

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

PART I: COMPENSATION AND BENEFITS

<p>In this section, I'd like to ask you about your thoughts on compensation and benefits in your organisation. Please indicate your agreement or disagreement by circling the corresponding number on the scales below: 1= Strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.</p>						
	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	My salary is adequate for me.	1	2	3	4	5
2.	I believe I am fairly compensated for the work I do.	1	2	3	4	5
3.	I'm not happy with the benefits I'm getting.	1	2	3	4	5
4.	I am pleased with the retirement benefits.	1	2	3	4	5
5.	I am pleased with the recognition and rewards for my outstanding performance.	1	2	3	4	5
6.	The sick leave policy is satisfactory to me.	1	2	3	4	5
7.	My job offers far too few opportunities for advancement.	1	2	3	4	5
8.	When I do a good job, I receive the recognition that I should receive.	1	2	3	4	5
9.	Raises are scarce and infrequent.	1	2	3	4	5

10.	Those who perform well on the job have a good chance of advancement.	1	2	3	4	5
11.	The benefits we receive are comparable to those provided by most other organisations.	1	2	3	4	5
12.	When I consider what they pay me, I feel underappreciated by the organisation.	1	2	3	4	5
13.	Our benefit package is equitable.	1	2	3	4	5
14.	Those who work here receive few benefits.	1	2	3	4	5
15.	I am pleased with my prospects for salary increases.	1	2	3	4	5
16.	There are some benefits that we do not have but should.	1	2	3	4	5

PART II: EMPLOYEE ENGAGEMENT

In this section, I'd like to ask you about your thoughts on employee engagement in your organisation. Please indicate your agreement or disagreement by circling the corresponding number on the scales below: 1 = Strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	In my work, I like to feel like I'm putting in some effort, not just for myself, but also for the organisation.	1	2	3	4	5
2.	I am pleased with the development opportunities provided.	1	2	3	4	5
3.	I am completely dedicated to this organisation.	1	2	3	4	5
4.	I am very proud to say that I work for this organisation.	1	2	3	4	5
5.	I know what is expected of me at work.	1	2	3	4	5
6.	Someone at work encourages my advancement.	1	2	3	4	5
7.	I like the people I work with.	1	2	3	4	5

8.	This organisation appears to have good communication.	1	2	3	4	5
9.	Because of the incompetence of the people I work with, I find myself having to work harder at my job.	1	2	3	4	5
10.	I like my coworkers.	1	2	3	4	5

PART III: WORKING ENVIRONMENT

<p>In this section, I'd like to ask you about your thoughts on the working environment in your organisation. Please indicate your agreement or disagreement by circling the corresponding number on the scales below: 1= Strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.</p>						
	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	There is too much bickering and fighting at work.	1	2	3	4	5
2.	My physical working environment is satisfactory to me.	1	2	3	4	5
3.	Individual have adequate personal space.	1	2	3	4	5
4.	My job is enjoyable.	1	2	3	4	5
5.	My current workplace allows me to better fulfil my professional obligations.	1	2	3	4	5
6.	The atmosphere at work would influence my decision to leave.	1	2	3	4	5

PART IV: SUPERVISION

<p>In this section, I'd like to ask you about your thoughts on supervision support in your organisation. Please indicate your agreement or disagreement by circling the corresponding number on the scales below: 1= Strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.</p>						
	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	My supervisors take my goals and values seriously.	1	2	3	4	5
2.	When I have a problem, I can seek assistance from my supervisors.	1	2	3	4	5

3.	My supervisors are genuinely concerned about my well-being.	1	2	3	4	5
4.	My honest mistake would be forgiven by my superiors.	1	2	3	4	5
5.	When I need a special favour, the supervisors are eager to help.	1	2	3	4	5
6.	If given the opportunity, the supervisors would take advantage of me.	1	2	3	4	5
7.	The supervisors are unconcerned about me.	1	2	3	4	5
8.	My supervisors are curious about what I'm thinking.	1	2	3	4	5
9.	My Supervisor is extremely knowledgeable about his job.	1	2	3	4	5
10.	My boss is treating me unfairly.	1	2	3	4	5
11.	My supervisor was uninterested in his or her subordinates.	1	2	3	4	5
12.	I like my Supervisor.	1	2	3	4	5

PART V: JOB PERFORMANCE

<p>In this section, I'd like to ask you about your job performance at your company. Please indicate your agreement or disagreement by circling the corresponding number on the scales below: 1= Strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.</p>						
	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	I've organised my work so that I can finish it on time.	1	2	3	4	5
2.	I considered the outcomes that I needed to achieve with my work.	1	2	3	4	5
3.	Priorities have been established.	1	2	3	4	5
4.	I was able to complete my work efficiently.	1	2	3	4	5
5.	I have effectively managed my time.	1	2	3	4	5
6.	I started new tasks on my own initiative after the previous ones were completed.	1	2	3	4	5

7.	I have taken on challenging tasks when available.	1	2	3	4	5
8.	I have dedicated time to keep the knowledge about my job position up to date.	1	2	3	4	5
9.	I have worked to keep my job skills up to date.	1	2	3	4	5
10.	I have developed creative solutions to new problems.	1	2	3	4	5
11.	I have taken on additional responsibilities.	1	2	3	4	5
12.	I have continually sought new challenges in my work.	1	2	3	4	5
13.	I have actively participated in meetings and/or consultations.	1	2	3	4	5
14.	I have complained about minor labor issues at work.	1	2	3	4	5
15.	I have made problems at work worse.	1	2	3	4	5
16.	I have focused on the negative aspects of the job instead of the positive aspects.	1	2	3	4	5
17.	I have talked with my colleagues about the negative aspects of my job.	1	2	3	4	5
18.	I have spoken with people outside my organization about negative aspects of my work.	1	2	3	4	5

APPENDIX B

APPROVAL PAGE

**TITLE OF PROJECT PAPER : THE RELATIONSHIP BETWEEN
MOTIVATIONAL FACTORS AND ROYAL
MALAYSIA POLICE PERSONNEL
PERFORMANCE: A CASE STUDY OF JOHOR
BAHRU SOUTH POLICE DISTRICT, JOHOR
POLICE CONTINGENT.**

NAME OF AUTHOR : KELVIN ENKAMAT ANAK MASTHY

**The undersigned certify that the above candidate has fulfilled the condition of the
project paper prepared in partial fulfillment for the degree of Master in Management.**

SUPERVISOR

Signature:

Name:

Date:

ENDORSED BY:

Dean

Graduate School of Business

Date:

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